

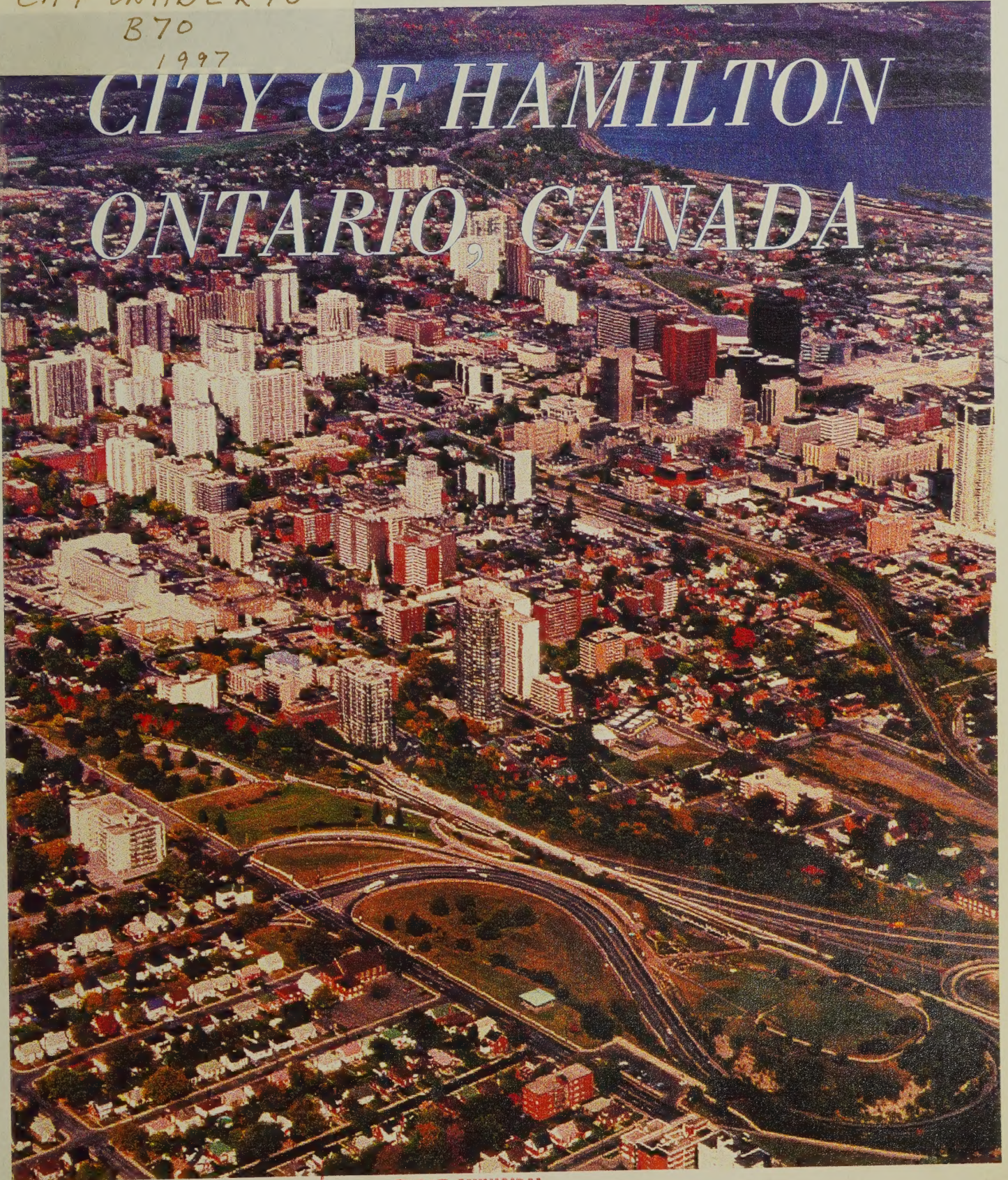
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CITY OF HAMILTON ONTARIO, CANADA



URBAN MUNICIPAL

OCT 7 1997

City of
HAMILTON

GENERAL ACCOUNTS

1997 BUDGETS

This budget document incorporates only the operating and capital costs for the services provided by the Corporation of the City of Hamilton and the resulting tax levy required to support these services. Although the City collects taxes on behalf of the Regional Municipality of Hamilton-Wentworth and the Public and Separate School Boards, please contact those organizations with respect to their operations.

The City provides its services through twelve operating departments and three local boards. Post Budget 1997, the Property Department was re-aligned with Real Estate Services now reporting through the City Clerk's Department and the balance of the Property Department reporting through the Culture & Recreation Department.

URBAN MUNICIPAL

OCT 7 1997

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PREAMBLE

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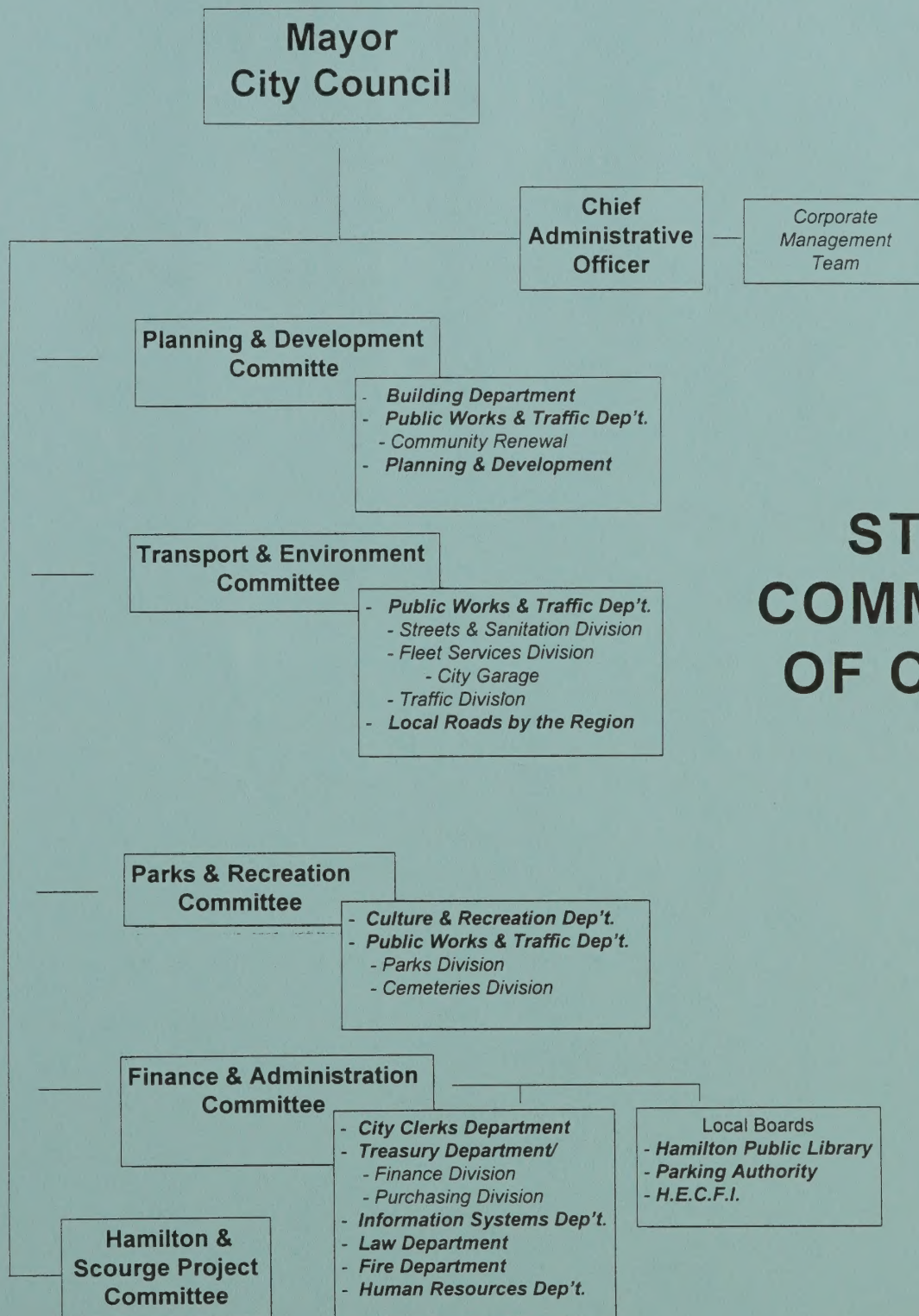
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STANDING COMMITTEES OF COUNCIL

ADMINISTRATIVE STRUCTURE

Joe G. Pavelka, P.Eng.
*CHIEF ADMINISTRATIVE OFFICER **

Len King, P.Eng.
*BUILDING COMMISSIONER **

Joe J. Schatz, A.M.C.T.
*CITY CLERK **

Ross L. Fair, B.A.S.
*DIRECTOR of CULTURE AND RECREATION **

Gil Desjarlais
FIRE CHIEF (Acting)

John Johnston
COMMISSIONER, HUMAN RESOURCES

Jim G. Hindson, P.Eng.
DIRECTOR of INFORMATION SYSTEMS

Victor Abraham, M.C.I.P., R.P.P.
DIRECTOR of PLANNING & DEVELOPMENT

Doug J. Lobo, B.Sc., C.E.T.
*DIRECTOR of PUBLIC WORKS
and TRAFFIC **

Patrice Noé Johnson, B.A., M.A., LL.B.
*CITY SOLICITOR **

Allan C. Ross, B.A., M.A., CMA
*CITY TREASURER **

Ken Roberts, B.A., M.A., M.L.S.
*CHIEF LIBRARIAN
HAMILTON PUBLIC LIBRARY*

Gabe Macaluso, B.A.
*MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER
HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.*

Peter G. Baker, H.B.A.
MANAGER, HAMILTON PARKING AUTHORITY

** represents member of Corporate Management Team*

As Mayor, on behalf of City Council and the Civic Administration, I am pleased to present the 1997 Budgets on behalf of the City of Hamilton. During 1996, Hamilton's Sesquicentennial, we proudly celebrated our rich heritage, the cohesive strength of the community and the quality of our way of life. Our corporate vision over the next year is to build an ever more "vibrant and healthy" city in looking forward, while mindful of our past.

Most people take municipal services for granted, but they are fundamental to our quality of life. As public servants whether we are elected officials or administrators, it is our responsibility to develop budgets aimed at maintaining municipal services. I am proud to say we have been able to do that with minimum tax implications.

As we tender the 1997 Budgets along with supplementary 1996 information within this report, we can take pride in the fact that even in the face of significant challenges, declining financial support from senior levels of government, growth in mandatory programs and the general state of the economy, we continue to improve the cost efficiency and quality of our services.

We remain committed to the major initiatives begun this decade to be more efficient, productive and self critical.

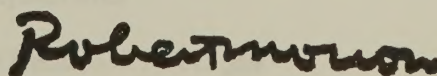
Hamilton continues to build on the successes of 1996, our Sesquicentennial year, when the City proudly participated in Sesquicentennial Celebrations, the Grey Cup, the World Curling Championships, and Gore park and the re-creation of the original fountain.

During 1997, this spirit will continue to contribute to our solid community structure and values through the following initiatives:

- Effectively responding and reacting to the diverse ambitions of all Hamilton's citizens and enterprises on the need for less efficient government
- Promoting and stimulating growth in all sectors of the community.
- Revitalization of the Downtown Core
- Hosting of the Canadian Country Music Awards, Canadian Juno Awards and the International Figure Skating Championships
- Hosting of the 40th Anniversary of the CANUSA Games
- Another year of hosting major conventions, including the Canadian Society of Association Executives

As we approach 1998 and the challenges of Provincial / Municipal role changes, we wholeheartedly invite you to join with us in shaping the future to achieve the long term prosperity which comes with our combined commitment, dedication and vision.

In closing, I acknowledge the efforts of the Chief Administrative Officer and the Corporate Management Team in the preparation and review of all budgets. As well, I thank the Chairmen and Members of each standing committee whose contribution to the budget process has produced extremely favourable results.



Robert M. Morrow
Mayor

MAYOR'S MESSAGE

1997 budgets

city of hamilton

CITY OF HAMILTON PROFILE

The City of Hamilton is the heartland of the Regional Municipality of Hamilton-Wentworth and in 1996 celebrated our Sesquicentennial (150th) Year of incorporation. Connected by a network of roads that link a multitude of scenic parks, conservation areas and recreational opportunities with urban and industrial centres. Hamilton affords a blend of big city sophistication with small town spirit. The rugged structure of the Niagara Escarpment cuts across our landscape. The land below borders on Lake Ontario and holds much of the industry, commerce and high-rise office buildings (along with the older residential structures). The area above the escarpment serves to accommodate residential expansion.

Hamilton is Canada's 7th largest City, covering over 30,200 acres and boasting a population of 323,900. There are over 120 million people within a 500 mile radius of the Greater Hamilton Area.

Access to Hamilton can also be gained by way of water, air and rail. The Port of Hamilton has fifteen fully operational piers which process an average 12 million tonnes of cargo. Hamilton International Airport, a privately managed 24 hour airport, located just outside of the City limits provides an international cargo facility and is the second largest passenger airport in southwestern Ontario. Both CP and CN Rail have major lines servicing Hamilton. This facilitates the recently built GO-Transit Terminal in downtown Hamilton for commuter traffic between Hamilton and Toronto.

Hamilton has long been the industrial manufacturing heartland of Ontario. Traditionally known as Canada's "Steel Capital", the ambitious City has taken great initiatives to diversify its economy. These initiatives were introduced to reflect a new marketplace with full impact and direction in global trade. Hamilton has allocated resources in the following sectors: primary manufacturing, health care, environmental and food and beverage. Today the primary wage earner in this community, focuses his/her activity in these four sectors, whereas ten years ago, it was predominately directed in the primary manufacturing sectors.

Beyond manufacturing and service sector within the City, there is a growing field in Advanced Technology. From a research and educational perspective Hamilton is home to three post-secondary institutions, McMaster University, Mohawk College of Applied Arts & Technology and Columbia International College. The combined full time student population is over 22,500 students representing up to 78 countries. The growth and economical diversification from these sectors moves Hamilton into a technological, service and information based environment.

The City of Hamilton will continue to be committed to improving the quality of life and, at the same time, protecting the environment and preserving our heritage.

Our objective in preparing this report is to provide the reader with the Current Budget of Revenues and Expenditures for 1997, the Capital Budget Program for the years 1997 - 2006, an overview of the accomplishments from the previous year and to provide information on the direction for the coming year. In addition, enclosed are pertinent 1996 Current and 1996-2005 Capital budget schedules and related information.

In preparing the text for this report, each department presents an overview of their services and recognizes the many initiatives that have resulted in significant accomplishments. On the following pages you will find their responses, along with the financial information for the delivery of programs and services.

One of the greatest challenges faced during this budget process has been the significant reduction in revenue funds primarily due to the decline in Provincial Transfer Payments, a \$3.2 million decline over 1996. Other declines in revenue funds include assessment losses and penalty and interest losses. Other challenges with respect to the 1997 Budgets include maintaining existing service/program levels, insuring that any service/program adjustments are sustainable and finally establishing a goal of a zero tax rate increase.

Corporate Management Team developed several budgetary principles to meet the above noted challenges. The principles are:

- Accountability to the Taxpayer
 - straight forward service costs and financing
- Service to the Community
 - value, core services maintained and sustainable service adjustments
- Continuing Financial Strength
 - multi-year approach to ensure ongoing affordability
- Flexibility of Approach and increased emphasis on Partnerships
 - local government structure, provincial downloading and local economy

REPORT OF THE CHIEF ADMINISTRATIVE OFFICER

Using these principles Corporate Management Team embarked on a Current Budget process (which is delineated later in this publication) that involved establishing budget reduction targets, detailed departmental budget review and regular updates to the Committee of the Whole. At the end of the day, Committee of the Whole approved the Corporate Management Team's recommendations to achieve a zero percent tax increase.

The approved recommendations include:

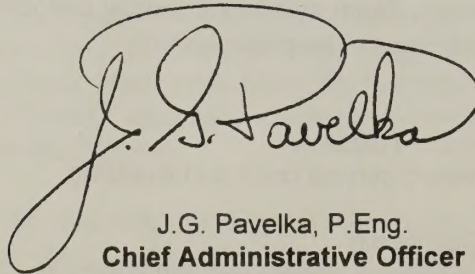
- \$2 Million in Maintenance Budget Adjustments
- \$0.9 Million in Local Board Adjustments
- \$2 Million in Service/Program Reduction Packages

It is interesting to note that over the past five years, the City of Hamilton's component of the Mill Rate has increased a nominal 2.5%. In fact, within the last two years there has not been any Mill Rate increase in the City's share of the tax rate. Over the same time frame, total expenditures have declined just over one percent, whereas the Consumer Price Index has increased 7.7 percent since 1992.

We believe that our fundamental operating policies are sound, and that combined with prudent planning and forward looking initiatives, our ability to address the future is flexible and responsive.

In conclusion, I acknowledge the leadership and direction of Council Members in considering the budgets and approving a tax rate which will provide quality services to the citizens at reasonable costs. I would also like to express the Corporate Management Team's appreciation for the confidence Council has shown in the Team's ability to manage prudently in these perplexing times. Finally, I would like to convey my sincere thanks to Corporate Management Team members, other Department Heads and C.E.O. 's /Managers of Local Boards, the Treasurer and all departmental staff, for their sincere efforts, advice and dedication in compiling the documentation and going through the difficult process.

REPORT OF THE CHIEF ADMINISTRATIVE OFFICER



J.G. Pavelka, P.Eng.
Chief Administrative Officer

1997 Current Budget of Revenues and Expenditures

It is with pleasure that we present the City of Hamilton's 1997 Current Budget of Revenues and Expenditures. The 1997 Current Budget was approved by City Council on March 3, 1997, and represents the culmination of many months of hard work by Council and Staff. The City of Hamilton's ongoing commitment to provide the best possible services to the community with the least financial burden on taxpayers continued in 1997, and is reflected in this Current Budget.

1. Introduction

The Council of every municipality is required by law to adopt an annual budget to determine its tax levy. The budget, which is the financial "blueprint" for operating the municipality must include details of all sources of revenue, and objects of expenditure. The total of all revenues must be sufficient to meet all expenditure obligations which fall due in the year.

The budget document which follows is divided into two distinct categories:

- The Current Budget which is the statement of anticipated revenues and expenditures to support the 1997 daily operations of the municipality, and the delivery of those services and programs which have been directed by the Council; and
- The Capital Program which is a 10 year statement of capital projects and expected sources of funding to meet the municipality's physical asset requirements.

In addition this publication has a special section on the 1996 Current Budget and the 1996-2005 Capital Budget with selected information concerning the 1996 Sesquicentennial (150th) year.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

2. Method of Budgeting

The City uses a "modified program budgeting" approach for both the current and capital budgets. In essence this approach requires the budgets to be prepared and evaluated on the costs of various services or programs offered by the departments and local boards. Departments and local boards are accountable on a bottom line basis as opposed to an individual account basis. This Modified Program Budgeting approach contrasts with the "line budgeting" system wherein each account is independently evaluated and any alterations of accounts may have little effect on the overall budget and potentially conflict with the direction of related account activities (i.e. reduced equipment/material costs while staffing remains unchanged).

3. Meeting our Future Challenges

Prevailing economic and financial conditions have a significant impact on the budget. Key Provincial and Municipal factors are as follows:

Provincially Driven

- Offset the affect of a \$3.2 million reduction in Provincial transfers to the City in 1997.
- Eliminate reliance of provincial subsidies through phase out over 2 years of provincial transfer payments affecting both Current and Capital Budget funding sources.
- Implementation of Current Value Assessment in 1998, and the resultant preparatory efforts in 1997.
- Preparation for the Downloading of Provincial responsibilities to municipalities in 1998.

Municipally Driven

- Downtown Initiatives to restore the core of the City.
- Anticipated assessment base loss.
- Inflationary increases.
- Anticipated increased current operating costs as a result of the 1997 Capital Programs.
- Reduction in short term interest and other revenue adjustments.
- Penalties & Interest revenue reductions as a result of stepped up collection efforts in 1996.
- Despite reductions within existing programs, City Council has recognized the need to adjust, and in some cases expand services to meet the Public needs.

4. Direction of Council

On October 29, 1996, the Committee of the Whole received a presentation respecting the Projected 1997 Current Budget and Projected 1997-2006 Capital Budget. This presentation was forwarded to the Finance and Administration Committee meeting of November 5, 1996 for further consideration.

The Finance and Administration Committee considered a projected \$4.8 million tax increase (4.2% over 1996) for the 1997 maintenance budget followed by a

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

projected \$5.6 million maintenance tax increase for 1998 (5.0% over 1997).

Committee of the Whole and the subsequent City Council meeting of November 12, 1996 approved the following direction for the 1997 Current Budget based on the Corporate Management Team's presentation:

- (a) That Management Team present to the Committee of the Whole by 1997 February 25 a report as part of the 1997 Budget deliberations, on the service level, staffing and financial impacts of a zero percent tax increase based on 1997 Maintenance Budgets; and,
- (b) That all Boards, Sub-Committees and other discretionary activities be asked to participate equally with respect to corporate reduction targets; and,
- (c) That Local Boards (H.E.C.F.I., Library and Parking Authority) be requested to make presentation to the Committee of the Whole during 1997 Budget deliberations with respect to their operating budgets and their Service / Business Plans; and,
- (d) That Expansion Packages be considered as additions to the mill (tax) rate.

5. Budget Process

At the meeting November 12, 1996 City Council approved a timetable for the 1997 Budget to ensure timely information and decisions by the Corporate Management Team and the Committee of the Whole. A flowchart of the 1997 Current Budget process can be found on page 18 of this publication.

The Corporate Management Team works with all the departments and Local Boards to evolve guidelines, establish reduction targets, review their budgets and finalize the recommendations to be presented to the Committee of the Whole. This process is ongoing in that, with the approval of the 1997 Current Budget, there remained three departments with outstanding budgetary adjustments to be finalized.

There are five components to the Budget Preparation Process as indicated in the flowchart on page 18. The components are:

- issuance of a Budget Call Letter to provide some basic guidelines for the creation of the budget
- establish reduction targets
- timely communication with the Committee of the Whole
- detailed departmental/Local Board reviews of budgets and reduction packages by Corporate Management Team and the respective Local Boards
- recommendations submitted to the Committee of the Whole by Corporate Management Team for consideration and approval and the respective Local Boards

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

6. Approaches to the 1997 Current Budget

To ensure that the direction given by City Council November 12, 1996 was achieved, thereby targeting a zero percent tax increase, Corporate Management Team undertook the following:

- Commitment by Corporate Management Team to report on the impacts of a zero percent tax increase
- All Boards, Sub-Committees and other discretionary activities be asked to participate equally on corporate reduction targets of approximately 4%
- Local Boards to be requested to present their operating budgets and Service/Business Plans to the Committee of the Whole
- Expansion Packages to be additions to the Mill Rate
- Revenue Sources Review
- Corporate Restructuring
- Review outcomes of the 1996 Supplementary Budget Process
- Multi approach to ensure consistency of the budget over the two years
- Departmental Service/Program Review

Utilizing these approaches, a recommended \$2.0 million in Maintenance Budget Adjustments, \$0.9 million in Local Board Adjustments and \$2.0 million in Service/Program reduction packages were forwarded to the Committee of the Whole for consideration.

Many City departments were able to propose Maintenance Budget reductions for 1997. The largest such reduction was achieved through a comprehensive review of Public Works Field Operations and the Maintenance Management System resulting in a \$1.2 million reduction in budgeted maintenance adjustments. A further maintenance adjustment related to the reduction in the net levy required for Debt Charges - savings of \$414,000. This savings is attributed to the Capital Budget decision to move to internal financing of projects. Through the departmental reviews, the balance of the Maintenance Adjustments were achieved.

The Local Boards, in reviewing their respective Business Plans and general operations were able to recommend a substantial decrease to their original 1997 maintenance budgets. The \$935,080 reduction represented 5.0% of their 1997 anticipated funding requirements. The breakdown was \$500,000 from the Hamilton Public Library, \$139,950 from Hamilton Entertainment and Convention Facilities Inc. (H.E.C.F.I.), and finally \$295,130 to the 1997 requested funding for the Hamilton Society for the Prevention of Cruelty to Animals (H.S.P.C.A.). The other Local Board, the Hamilton Parking Authority is not mill rate (tax) supported.

The budget as presented by the Corporate Management Team adhered to the following principles:

- accountability to the taxpayer;
- orientation to service;
- continuing financial strength, and;
- flexible approach to an uncertain future

With respect to service / program reduction packages, the Corporate Management Team reviewed 49 reduction packages submitted by the departments. Their recommendation was that 40 service/program packages should be forwarded to the Committee of the Whole as recommended reduction packages. These packages had an annualized total of \$1,984,870 and would affect 13.7 vacant full-time positions. The other 9 packages were forwarded to the Committee of the Whole as not being recommended for reduction. These packages represented an annualized amount of \$969,880 and 16.9 filled full-time positions.

The recommended packages had to meet the following criteria, the ability to be sustainable in the future, preservation of reserve capital, maintenance of key levels of service and maximization of productivity and efficiency improvements.

After the Committee of the Whole considered the reduction packages on March 3, 1997, four packages were re-instated and financed from the Reserve for Tax Stabilization. The approved reduction packages can be found on pages 189 to 190.

At this Committee of the Whole meeting, consideration was also given to 15 expansion packages for an annualized total amount of \$986,710 creating 10.5 full-time positions. Although the original Council directive suggested that any expansion packages were to be financed through an increase in the mill rate, 10 expansion packages were approved, totalling \$617,570 and financed from reserve accounts. A summary list of the expansion packages can be found on page 191. The approved expansion packages re-instated or created 10.5 full-time positions.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

7. Highlights of the 1997 Expenditures and Revenues

At the Committee of the Whole meeting January 28, 1997, the initial 1997 maintenance budget indicated a net tax increase of \$5,075,970, with total revenues declining to \$159,923,220 representing \$4.4 million of the net tax increase. Corporate Management Team in applying the approaches noted above was able to recommend to the Committee of the Whole a zero tax increase, which was approved March 3, 1997. The approved current budget has total revenues and expenditures equalling \$162,288,650, a 1.2% reduction over 1996.

Details of the Departmental and Local Board 1997 budgets can be found within their presentations later in this publication. Noteworthy items within the expenditures and revenues outside of the departmental/Local Board concerns are discussed below.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

7.1 1997 Expenditures

The expenditures can be grouped within three categories, Departmentals/Local Boards, Financials and Miscellaneous and Others. Within the Financial category are such expenditures as the provisions for various tax programs such as tax discounts, tax remissions and other provisions for insurance and employee benefits. In 1997, the reduction within the Financial expenditures is primarily due to less transitional funding for the implementation of the service/program adjustments in the amount of \$815,000. Another aspect of the Financial reductions relates to the previously noted Provincial Transfer Payments. Due to the revenue decline, there are less funds available to source 1997 Capital projects. All other major reductions are identified within the departmental / Local Board expenditures. However, in approving the 1997 expenditures there remained outstanding budget adjustments for the following departments:

Human Resources	\$ 40,000
Information Systems	\$160,000
Property	\$275,000

These adjustments are to be determined during 1997.

7.2 1997 Revenues

The significant revenue losses in 1997, primarily from further Provincial transfer payment reductions, were the major factor in the maintenance budget increase for 1997 with a \$5.1 million tax increase requirement. There are three major categories of revenue sources for the City, taxation, other revenues and user fees. A brief description of these revenue categories can be found on page 24.

Within the taxation category, this revenue source includes changes in taxation levels due to changes in assessment, supplementary taxes and special assessments. There was a 1997 decline of \$853,680 in these revenues over 1996, primarily due to declining taxable assessment creating a \$598,230 loss and related reductions in supplementary taxes of \$253,190 based on actual 1996 experience.

The other revenue category has as its largest component the Provincial Transfer payments. The significant reduction in this component has been discussed earlier. Another component included within other revenues is penalties and interest, which in 1997 has a budgeted \$700,000 decline over 1996. This reduction acknowledges the City's improved position in outstanding tax balances due to a positive change with respect to collections and the use of an in-house team.

The final revenue source category, User Fees, as noted earlier, was an area that the Corporate Management Team used as an approach to counter the revenue losses noted above. User Fees are departmentally centered and further discussion is referred in the departmental presentations later in this publication..

8. Selected 1996 Budget Highlights

As noted at the beginning of this report, this document has a special section on selected 1996 Budget Highlights relating to both the 1996 Current and 1996-2005 Capital Budgets, which can be found on pages 142 to 175 inclusive. The following overview relates to the 1996 Current Budget.

City Council at its meeting February 27, 1996 approved the 1996 Current Budget reflecting a zero percent tax increase. The process undertaken to achieve this established goal was similar to the 1997 Current Budget process noted earlier. A sub-committee of the Management Team, the Current Budget Sub-committee acted as the catalyst in providing guidelines and recommendations on a timely basis to the Committee of the Whole.

Direction was given to staff at the September 26, 1995 Committee of the Whole meeting to bring forward the financial, staffing and service level implications of a zero percent mill rate increase. Departments and Local Boards prepared their 1996 Maintenance Budgets which translated into a \$6.14 million or 5.5% tax increase. Departments and Local Boards were assigned reduction targets and asked to submit Service/Program adjustment packages. After a review by the Current Budget Sub-committee and Management Team, these packages were recommended to the Committee of the Whole for approval. On February 15, 1996, \$4.0 million in 76 Service / Program adjustment packages were approved by the Committee of the Whole. These adjustments affected most departments and Local Boards and eliminated a total of 49.7 full-time positions, the majority were vacant. A further 15 Service / Program packages were deferred to February 27, 1996. Thirteen of the 15 packages related to User Fees for a total of \$897,570. At the February 27, 1996 meeting of the Committee of the Whole, the 15 packages were approved for a total reduction of \$1,016,390. To achieve the zero tax increase an additional 8 Budget Adjustment packages were recommended by Management Team and accepted by the Committee of the Whole at the same February 27 meeting. City Council approved the 1996 Current Budget with total expenditures being \$164,330,830. This amount not only ensured a zero tax increase, but represents a 0.5% decrease over the 1995 total expenditures.

Once again, the challenges experienced in finalizing the 1996 Current Budget were largely related to significant revenue reductions, the largest being \$5.6 million in transfer payments. The major responses to the challenges by Management Team was to review other revenue sources, such as User Fees, and a review of departmental operations.

As noted earlier, attached within a separate section are schedules, summary information and other relevant material concerning the 1996 Current and Capital Budgets.

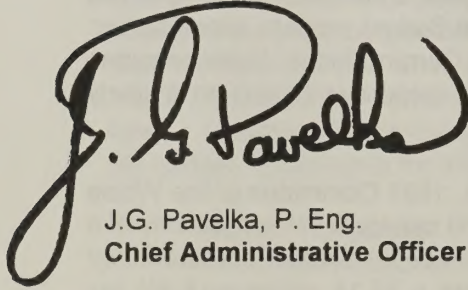
9. Summary

Attached is a summary of the enclosed supporting documents, graphs and related material to enhance the information presented related to the 1997 Current Budget.

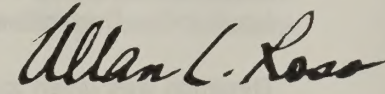
JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

The 1997 Current Budget has evolved a plan to not only meet the service/program needs of 1997, but to position the City appropriately for the uncertainties and challenges of 1998.

We would like to take this opportunity to thank City Council, the Corporate Management Team, Department Heads, CEO's / Managers of Local Boards, and all supporting staff for their co-operation and dedication to meet the challenges of this Current Budget.



J.G. Pavelka, P. Eng.
Chief Administrative Officer



A.C. Ross
Treasurer

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

An integral part of this publication is the following listing of schedules found throughout:

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SUMMARY OF ATTACHMENTS

Also enclosed in this publication is additional statistical information, Capital Budget Programs and other relevant information found in the Appendix, all of which support the presentation of the City of Hamilton's 1997 Budgets.

**Section 1 of the 3rd Report
of the Committee of the Whole
1997 March 3**

Section 1 of the **THIRD** Report of the Committee of the Whole adopted by Council at its meeting of 1997 March 3, addressed the approval of the 1997 Current Budget and states the following:

- (a) That the 1997 Revenue and Expenditure estimates in the amount of \$162,288,650 incorporating the changes referred to in Appendix "A" and "C" for the City of Hamilton, and representing a 0% increase in the tax (mill) rate, be approved.
- (b) That the necessary by-law(s) to establish the 1997 mill rate for the City of Hamilton, on the basis of the foregoing revenue and expenditure estimates, be prepared and forwarded to Council for appropriate readings.

**EIGHTH Report of the
Finance and Administration Committee
as approved by City Council 1997 April 29**

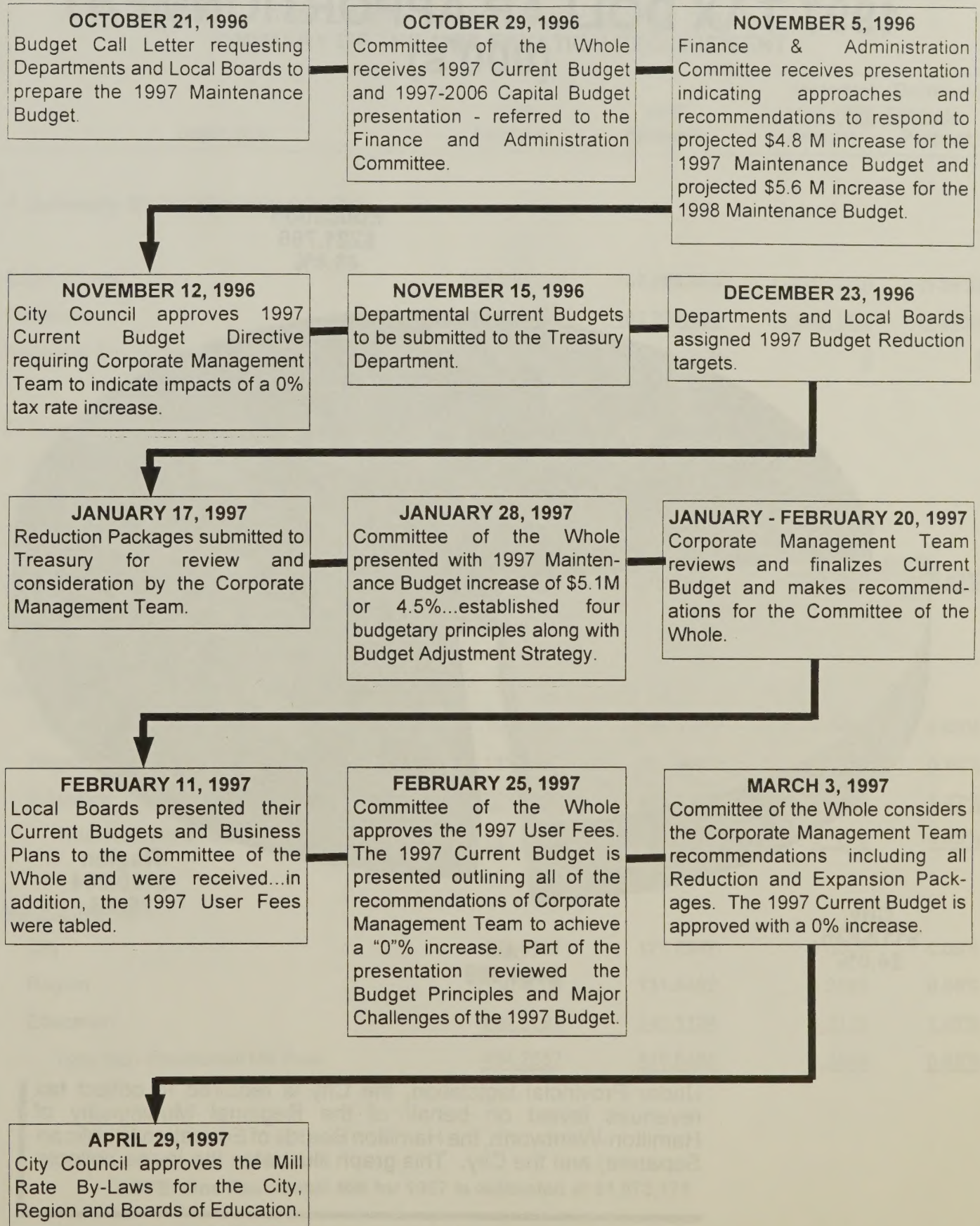
To the Council of the Corporation of the City of Hamilton.

Members of Council:

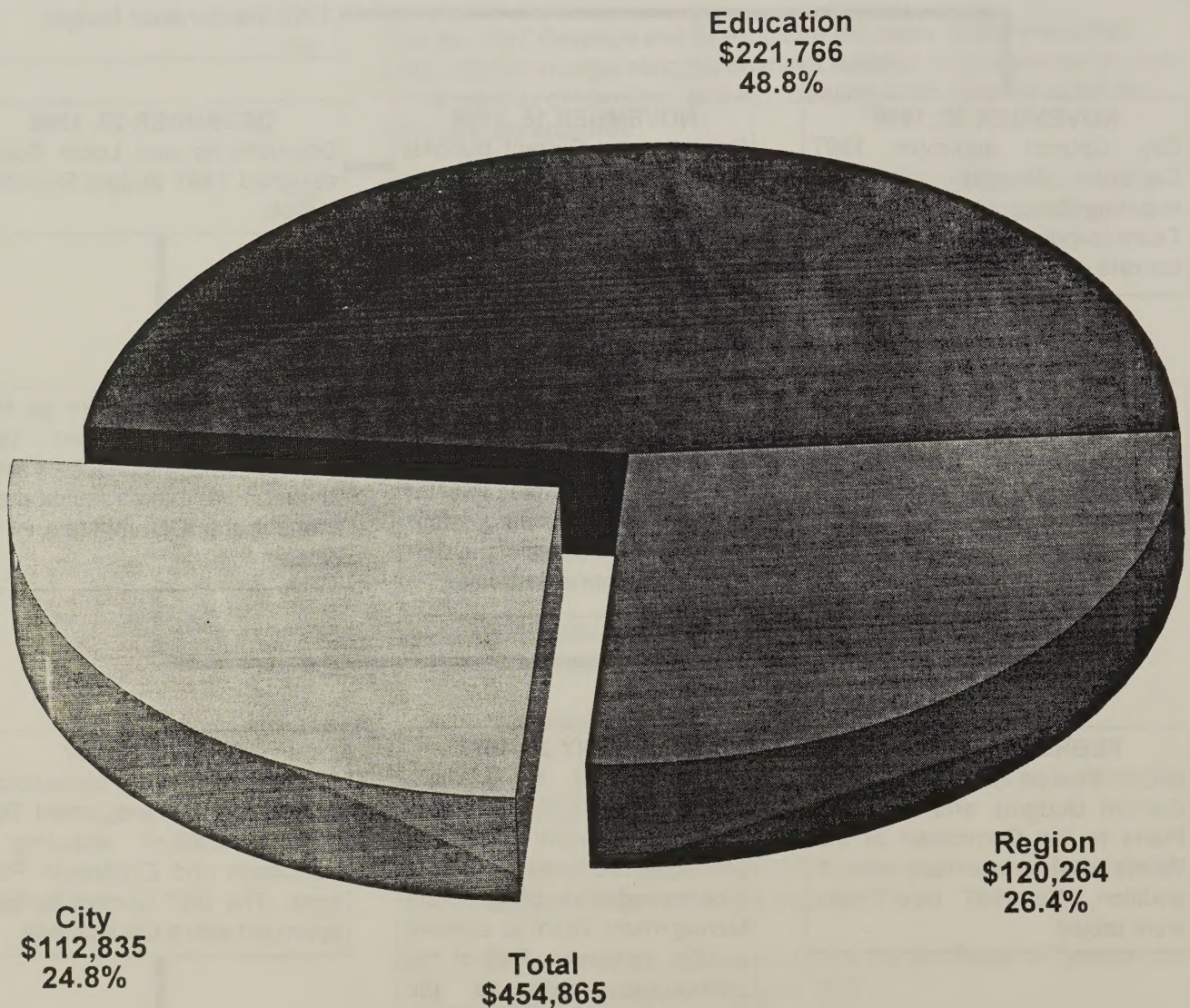
The Finance and Administration Committee presents its **EIGHTH** Report for 1997 and respectfully recommends:

- Item 29 That leave be granted to introduce the following bills:
- (a) Bill No. D-16 By-law No. 97-076 to Fix the Rates of Taxation for Municipal Purposes for the year 1997.
 - (b) Bill No. D-17 By-law No. 97-077 to Fix the Rates of Taxation for Regional Purposes for the year 1997.
 - (c) Bill No. D-18 By-law No. 97-078 to Fix the Rates of Taxation for School Purposes for the year 1997.
 - (d) Bill No. D-19 By-law No. 97-079 to Fix the Rates of Taxation for Municipal, Regional and School Purposes for the year 1997.
 - (e) Bill No. D-20 By-law No. 97-080 to Levy an Annual Tax on Telephone Companies doing business in Ontario, respecting the Bell Telephone Company of Canada.

1997 CURRENT BUDGET PROCESS



1997 TAX DOLLAR APPORTIONMENT (000's)



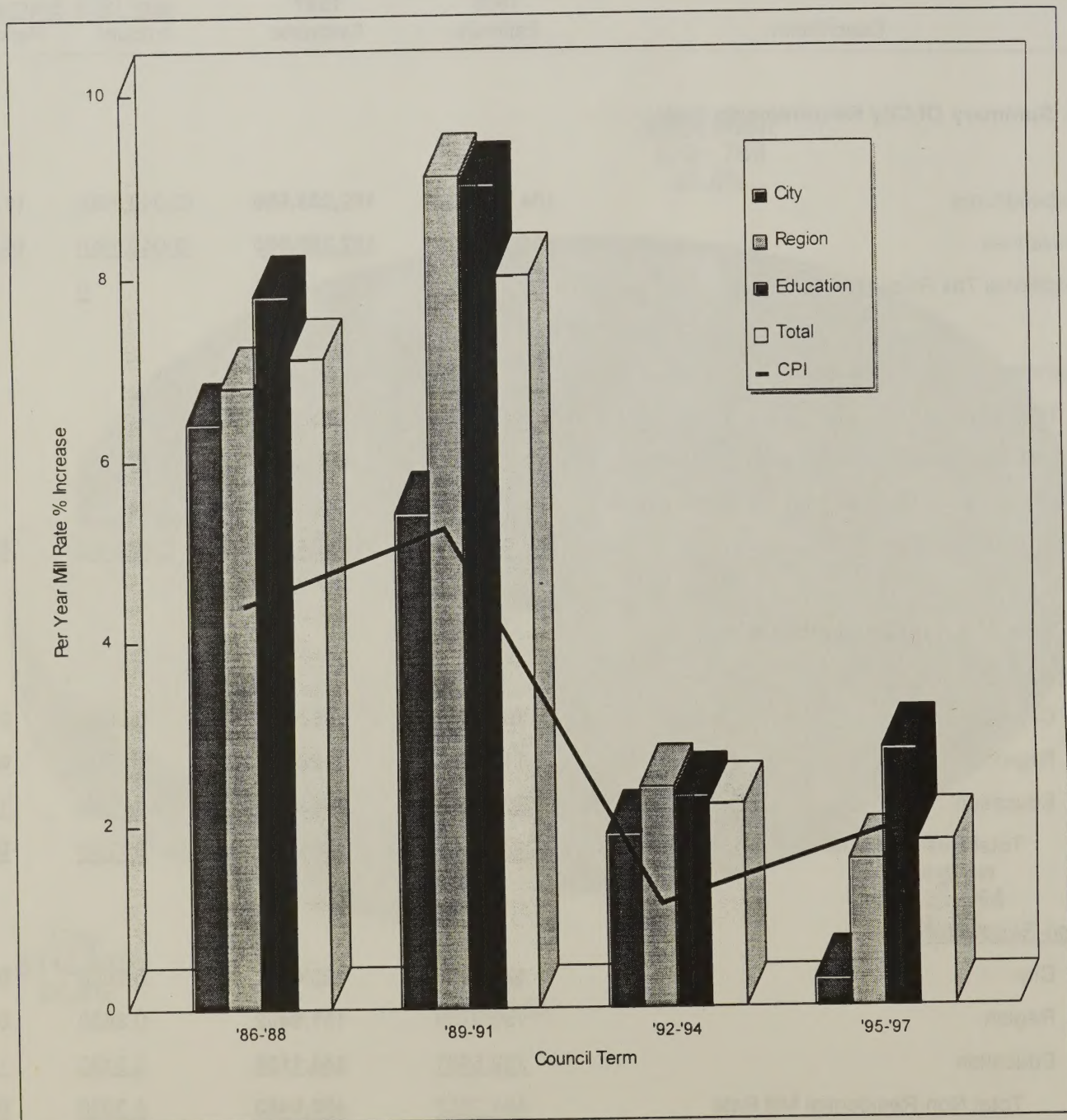
Under Provincial legislation, the City is required to collect tax revenues levied on behalf of the Regional Municipality of Hamilton-Wentworth, the Hamilton Boards of Education (Public and Separate) and the City. This graph illustrates the levies collected

THE CORPORATION OF THE CITY OF HAMILTON
SUMMARY OF THE 1997 TAXATION REQUIREMENT

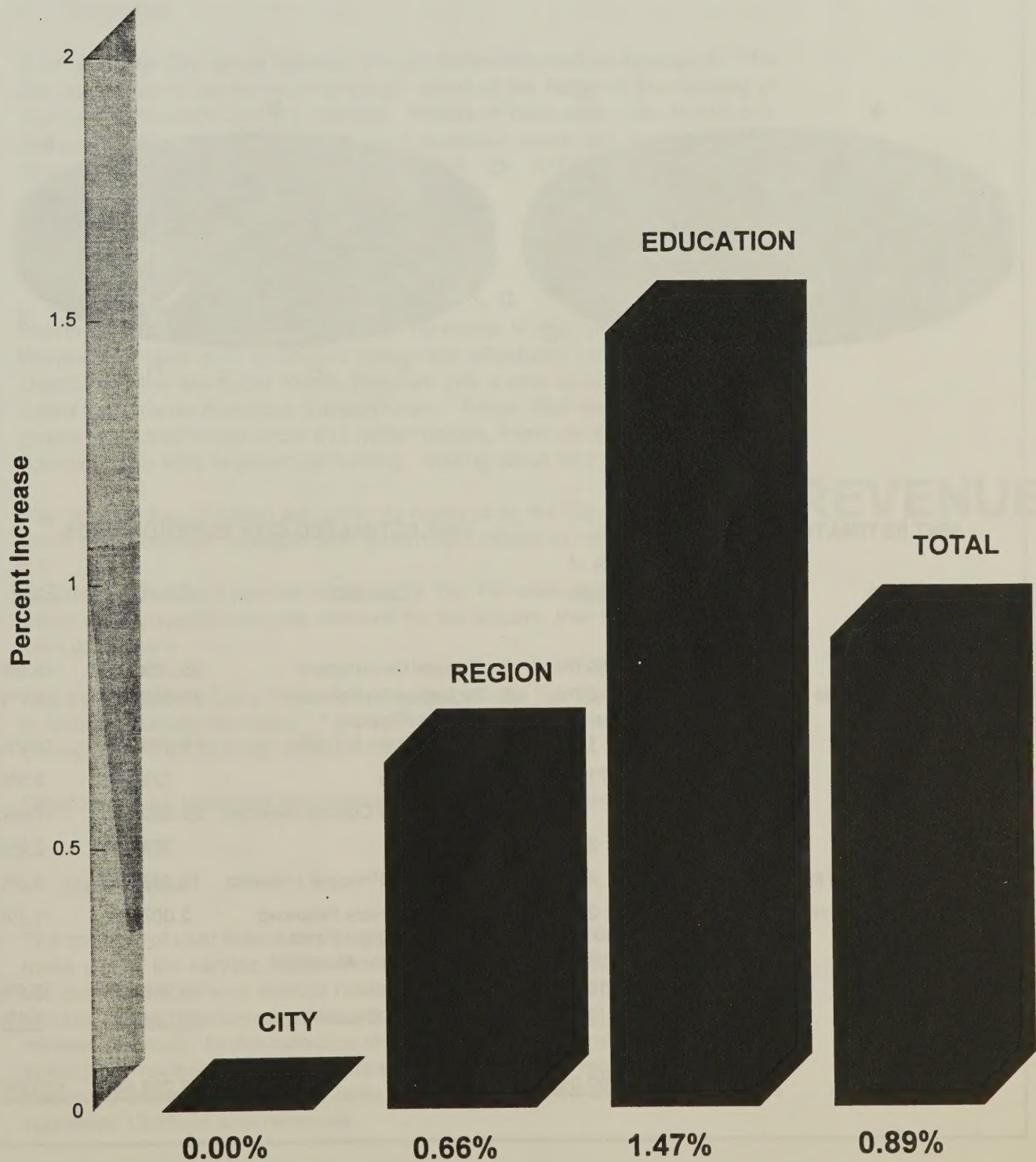
Description	1996 Estimate	1997 Estimate	Increase/ over 1996 Amount	(Decrease) Estimate Percent
A. Summary Of City Requirements Only				
Expenditures	164,330,830	162,288,650	(2,042,180)	(1.24%)
Revenues	<u>164,330,830</u>	<u>162,288,650</u>	<u>(2,042,180)</u>	<u>(1.24%)</u>
Additional Tax Requirement	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Summary of 1997 Total Levy:				
1. 1996 Levy	113,432,820	113,432,820		
2. Levy decrease - .40% Assessment decrease		(598,230)	(598,230)	
3. Additional Tax Requirement as outlined above		<u>0</u>	<u>0</u>	
Total 1997 Levy	<u>113,432,820</u>	<u>112,834,590</u>	<u>(598,230)</u>	<u>0.53%</u>
B. Total Mill Rate Comparisons				
<u>Residential</u>				
City	105.1413	105.1413	0.0000	0.00%
Region	111.3252	112.0642	0.7390	0.66%
Education	<u>203.6592</u>	<u>206.6456</u>	<u>2.9864</u>	<u>1.47%</u>
Total Residential Mill Rate	<u>420.1257</u>	<u>423.8511</u>	<u>3.7254</u>	<u>0.89%</u>
<u>Non-Residential</u>				
City	123.6957	123.6957	0.0000	0.00%
Region	130.9709	131.8402	0.8693	0.66%
Education	<u>239.5991</u>	<u>243.1124</u>	<u>3.5133</u>	<u>1.47%</u>
Total Non-Residential Mill Rate	<u>494.2657</u>	<u>498.6483</u>	<u>4.3826</u>	<u>0.89%</u>

NOTE: One Residential Mill for 1997 is estimated at \$1,073,171

COMPARISON OF AVERAGE PER-YEAR MILL RATE INCREASES AND THE CONSUMER PRICE INDEX, BY COUNCIL TERM

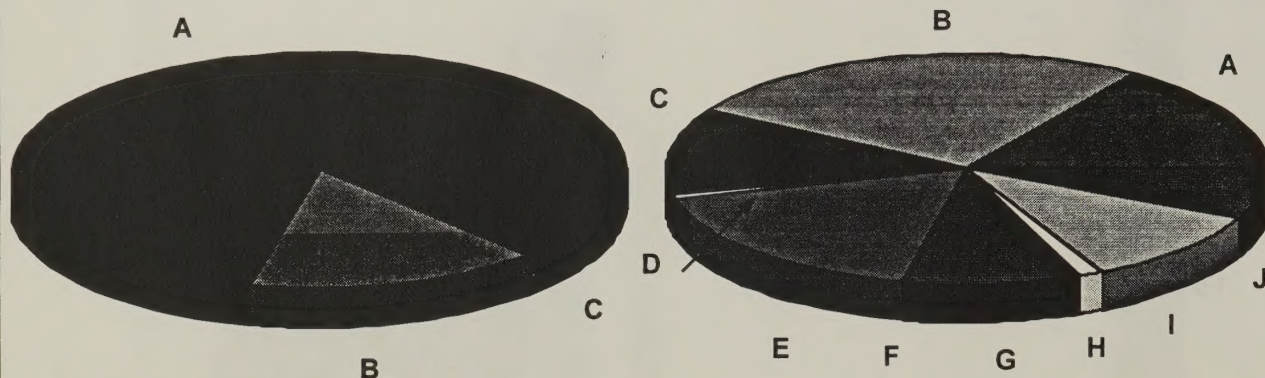


PERCENTAGE INCREASE IN TAXES LEVIED 1997 OVER 1996



*1997 budgets
city of hamilton*

1997 ESTIMATED CITY REVENUES AND EXPENDITURES



1997 ESTIMATED CITY REVENUES

<u>Source</u>	<u>Amount</u>	<u>% of Total</u>
A - Taxation:		
Levy	112,834,590	69.5%
Supplementary Taxes	899,970	0.6%
Special Assessment	<u>2,037,170</u>	<u>1.3%</u>
	115,771,730	71.4%
B - Other Revenues :		
Ontario Grants	6,140,860	3.8%
Payment in Lieu of Taxes	7,359,990	4.5%
Transfer from Reserves	3,479,320	2.1%
Financial Accounts	<u>8,299,190</u>	<u>5.1%</u>
	25,279,360	15.5%
C - User Fees	<u>21,237,560</u>	<u>13.1%</u>
	<u>162,288,650</u>	<u>100.0%</u>

1997 ESTIMATED CITY EXPENDITURES

<u>Function</u>	<u>Amount</u>	<u>% of Total</u>
A - General Government	25,399,400	15.6%
B - Protection To Persons And Property	41,689,640	25.7%
C - Public Works & Traffic	19,866,680	12.2%
D - Engineering	725,300	0.5%
E - Recreation / Cultural Services	28,520,420	17.6%
F - Grants	382,890	0.2%
G - Debenture Principal / Interest	15,083,570	9.3%
H - Capital Projects Financed From Capital Funds	2,007,000	1.2%
I - Local Boards - Municipal Contribution	16,989,510	10.5%
J - Misc. Other Expenditures	<u>11,624,240</u>	<u>7.2%</u>
	<u>162,288,650</u>	<u>100.0%</u>

City revenues are categorized into three major groupings for budgetary purposes, namely Taxation, Other Revenues (which encompasses Ontario Grants, Payments-in-lieu of Taxes, Special Levies, Reserves, and Financial Accounts), and User Fees.

- ***Taxation***

Each year the City raises revenue through levies imposed on taxpayers. The City also collects tax revenue levied on behalf of the Regional Municipality of Hamilton-Wentworth and the Hamilton Boards of Education, both Public and Separate. Supplementary realty and business taxes are levied on new properties not yet on the Tax Collector's Roll. For 1997, taxation represents 71.3% of total revenues.

- ***Other Revenues***

Provincial grants form the majority of revenues in this area. In 1995, the Province's Fiscal and Economic Statement effectively rolled Unconditional Grants and the Municipal Roads Program into a new block funding program called the Ontario Municipal Support Grant. Since 1994 when total provincial grants amounted to just under \$12 million dollars, there has been a reduction of approximately 49% in provincial funding, leaving about \$6.1 million in 1997.

Payments-in-lieu of Taxes are amounts received by the City in lieu of property taxes from hospitals, colleges, and government offices to name a few.

Included under the Financial Accounts is Tax Penalties and Interest revenue which are budgeted amounts received for tax arrears, that is, for taxes owing from prior years.

The majority of the Draw From Reserves is from the Tax Stabilization Reserve to finance Transitional costs, Service/Program Packages added back by City Council, and a \$1,000,000 provision for Tax Stabilization.

Other revenues represent approximately 15.6% of total revenues for 1997.

- ***User Fees***

The concept of user fees is to charge a fee-for-service to those individuals who make use of the service. User fees attempt to recover partial /full recovery of the cost of the service without having to impact on the tax base. User fees include in part, licences, permits, and recreational / cultural activities, and are reviewed annually by the individual departments to determine whether the rates should be revised (upward or downward) based on factors such as the economic environment, market rates, and cost recovery. For 1997, user fees represent 13.1% of total revenues.

REVENUES

THE CORPORATION OF THE CITY OF HAMILTON
1997 COMPARATIVE STATEMENT OF ESTIMATES - REVENUES

Description	1995 Actual	1995 Estimate	1996 Actual	1996 Estimate	1997 Estimate	Increase/ over 1996 Amount	(Decrease) Estimate Percent
Taxation:							
1997 Levy	113,082,169	113,103,910	113,543,066	113,432,820	112,834,590	(598,230)	(0.5%)
Supplementary Taxation	1,435,982	1,175,250	900,543	1,153,160	899,970	(253,190)	(22.0%)
Special Assessments	<u>2,068,466</u>	<u>2,092,930</u>	<u>1,709,460</u>	<u>2,039,430</u>	<u>2,037,170</u>	<u>(2,260)</u>	<u>(0.1%)</u>
Total Taxation Revenues	<u>116,586,617</u>	<u>116,372,090</u>	<u>116,153,069</u>	<u>116,625,410</u>	<u>115,771,730</u>	<u>(853,680)</u>	<u>(0.7%)</u>
Other Revenues:							
Ontario Grants	11,733,266	11,537,050	9,466,895	9,130,720	6,140,860	(2,989,860)	(32.7%)
Payment-in-Lieu of Taxes	7,831,863	7,360,550	7,402,245	7,518,900	7,359,990	(158,910)	(2.1%)
Transfer From Reserves	600,000	1,899,140	1,600,000	2,990,000	3,479,320	489,320	16.4%
Financial Accounts	<u>10,021,747</u>	<u>9,219,240</u>	<u>9,329,484</u>	<u>9,328,380</u>	<u>8,299,190</u>	<u>(1,029,190)</u>	<u>(11.0%)</u>
Total Other Revenues	<u>30,186,876</u>	<u>30,015,980</u>	<u>27,798,624</u>	<u>28,968,000</u>	<u>25,279,360</u>	<u>(3,688,640)</u>	<u>(12.7%)</u>
User Fees:							
City Clerk	2,448,024	2,310,340	2,596,102	2,424,840	2,899,930	475,090	19.6%
Treasury / Purchasing	328,932	381,600	363,542	319,260	413,630	94,370	29.6%
Property Mtnce./Real Estate	708,276	728,740	705,984	711,280	694,230	(17,050)	(2.4%)
Fire	107,061	92,720	106,437	83,720	104,720	21,000	25.1%
Building	2,062,561	2,443,750	2,600,338	2,151,360	2,436,330	284,970	13.2%
Local Roads - Region	48,363	74,870	46,240	74,870	70,470	(4,400)	(5.9%)
Planning and Development	132,832	160,260	99,020	160,260	160,260	0	0.0%
Public Works & Traffic:							
Streets Division	700,373	919,040	840,810	910,480	1,240,990	330,510	36.3%
Parks Division	33,081	3,150	162,087	3,150	48,500	45,350	439.6%
Cemeteries Division	1,341,708	1,426,360	1,320,014	1,531,420	1,534,300	2,880	0.2%
Fleet Services Division	980	0	1,211	0	0	0	0
Traffic Division	3,975,035	4,647,120	3,825,341	4,088,410	4,117,960	29,550	0.7%
Recreation	5,200,462	5,145,720	6,099,076	5,879,920	6,883,810	1,003,890	17.1%
Culture	<u>342,988</u>	<u>367,250</u>	<u>359,939</u>	<u>398,450</u>	<u>632,430</u>	<u>233,980</u>	<u>58.7%</u>
Total User Fees	<u>17,430,676</u>	<u>18,700,920</u>	<u>19,126,141</u>	<u>18,737,420</u>	<u>21,237,560</u>	<u>2,500,140</u>	<u>13.3%</u>
Total Revenues	<u>164,204,169</u>	<u>165,088,990</u>	<u>163,077,834</u>	<u>164,330,830</u>	<u>162,288,650</u>	<u>(2,042,180)</u>	<u>(1.2%)</u>

1997 budgets

city of hamilton

THE CORPORATION OF THE CITY OF HAMILTON
COMPARATIVE SUMMARY OF TAXATION - BY TAXING ENTITY

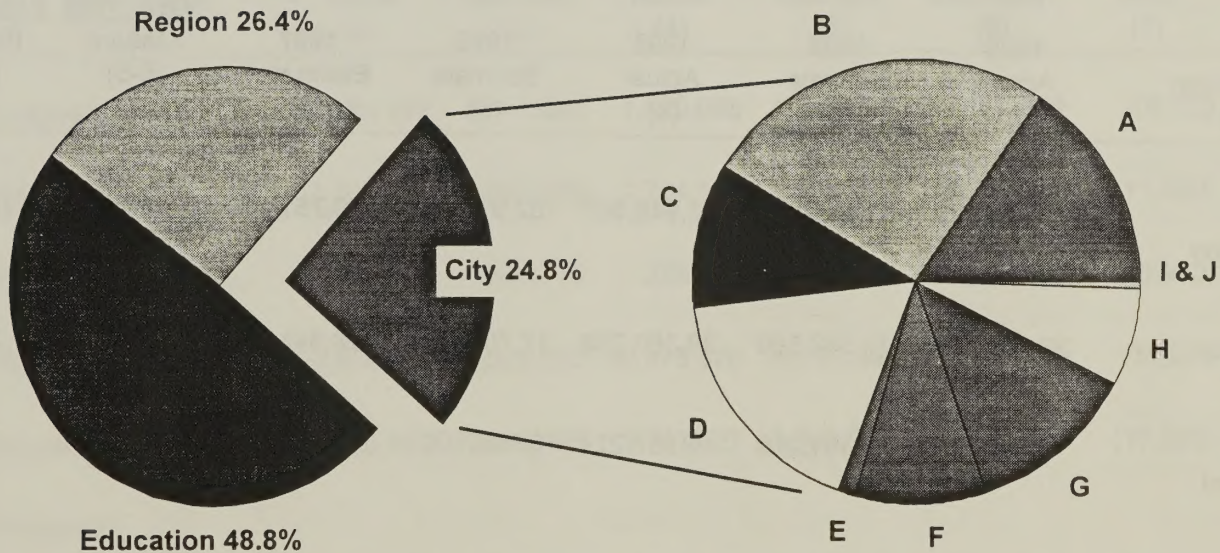
Description	1996 Actual	1996 Estimate	Assessment	Mills	1997 Estimate	Increase/ over 1996 Amount	(Decrease) Estimate Percent
<u>Realty and Business</u>							
<i>City of Hamilton</i>							
Residential	63,369,581	63,503,500	609,386,915	105.1413	64,071,730	568,230	0.9%
Non-Residential	<u>49,738,965</u>	<u>49,929,320</u>	394,216,304	123.6957	48,762,860	(1,166,460)	(2.3%)
	<u>113,108,546</u>	<u>113,432,820</u>			112,834,590	(598,230)	(0.5%)
<i>Hamilton-Wentworth Region</i>							
Residential	67,238,480	67,238,480	609,386,915	112.0642	68,290,450	1,051,970	1.6%
Non-Residential	<u>52,865,930</u>	<u>52,865,930</u>	394,216,304	131.8402	51,973,560	(892,370)	(1.7%)
	<u>120,104,410</u>	<u>120,104,410</u>			120,264,010	159,600	0.1%
<i>Board of Education</i>							
<u>Elementary</u>							
Residential	51,708,040	51,708,040	435,505,670	141.4554	61,604,630	9,896,590	19.1%
Non-Residential	<u>43,737,140</u>	<u>43,737,140</u>	299,537,850	166.4181	49,848,510	6,111,370	14.0%
	<u>95,445,180</u>	<u>95,445,180</u>			111,453,140	16,007,960	16.8%
<u>Secondary</u>							
Residential	35,662,670	35,662,670	435,505,670	65.1902	28,390,710	(7,271,960)	(20.4%)
Non-Residential	<u>30,165,110</u>	<u>30,165,110</u>	299,537,850	76.6943	22,972,840	(7,192,270)	(23.8%)
	<u>65,827,780</u>	<u>65,827,780</u>			51,363,550	(14,464,230)	(22.0%)
<i>Separate School Board</i>							
<u>Elementary</u>							
Residential	21,090,150	21,090,150	173,881,245	141.4554	24,596,440	3,506,290	16.6%
Non-Residential	<u>13,500,110</u>	<u>13,500,110</u>	94,678,454	166.4181	15,756,210	2,256,100	16.7%
	<u>34,590,260</u>	<u>34,590,260</u>			40,352,650	5,762,390	16.7%
<u>Secondary</u>							
Residential	14,545,730	14,545,730	173,881,245	65.1902	11,335,360	(3,210,370)	(22.1%)
Non-Residential	9,310,920	9,310,920	94,678,454	76.6943	7,261,290	(2,049,630)	(22.0%)
	<u>23,856,650</u>	<u>23,856,650</u>			18,596,650	(5,260,000)	(22.0%)
	<u>452,932,826</u>	<u>453,257,110</u>			454,864,590	1,607,490	0.4%

1997 budgets
city of hamilton

THE CORPORATION OF THE CITY OF HAMILTON
COMPARATIVE SUMMARY OF TAXATION - BY CLASSIFICATION

Description	1996 Actual	1996 Estimate	Assessment	Mills	1997 Estimate	Increase/ over 1996 Amount	(Decrease) Estimate Percent
Realty							
<i>Residential</i>							
City of Hamilton	63,369,581	63,503,500	609,386,915	105.1413	64,071,730	568,230	0.9%
Hamilton-Wentworth Region	67,238,480	67,238,480	609,386,915	112.0642	68,290,450	1,051,970	1.6%
Board of Education							
- Elementary	51,708,040	51,708,040	435,505,670	141.4554	61,604,630	9,896,590	19.1%
- Secondary	35,662,670	35,662,670	435,505,670	65.1902	28,390,710	(7,271,960)	(20.4%)
Separate School Board							
- Elementary	21,090,150	21,090,150	173,881,245	141.4554	24,596,440	3,506,290	16.6%
- Secondary	<u>14,545,730</u>	<u>14,545,730</u>	173,881,245	<u>65.1902</u>	<u>11,335,360</u>	<u>(3,210,370)</u>	<u>(22.1%)</u>
	<u>253,614,651</u>	<u>253,748,570</u>			<u>258,289,320</u>	<u>4,540,750</u>	<u>1.8%</u>
<i>Non-Residential</i>							
City of Hamilton	34,404,032	34,633,610	273,250,939	123.6957	33,799,960	(833,650)	(2.4%)
Hamilton-Wentworth Region	36,670,590	36,670,590	273,250,939	131.8402	36,025,460	(645,130)	(1.8%)
Board of Education							
- Elementary	30,419,960	30,419,960	208,174,855	166.4181	34,644,060	4,224,100	13.9%
- Secondary	20,980,370	20,980,370	208,175,855	76.6943	15,965,820	(5,014,550)	(23.9%)
Separate School Board							
- Elementary	9,282,810	9,282,810	65,076,084	166.4181	10,829,840	1,547,030	16.7%
- Secondary	<u>6,402,290</u>	<u>6,402,290</u>	65,076,084	76.6943	<u>4,990,960</u>	<u>(1,411,330)</u>	<u>(22.0%)</u>
	<u>138,160,052</u>	<u>138,389,630</u>				<u>(2,133,530)</u>	<u>(1.5%)</u>
<i>Business</i>							
City of Hamilton	15,334,933	15,295,710	120,965,365	123.6957	14,962,900	(332,810)	(2.2%)
Hamilton-Wentworth Region	16,195,340	16,195,340	120,965,365	131.8402	15,948,100	(247,240)	(1.5%)
Board of Education							
- Elementary	13,317,180	13,317,180	91,362,995	166.4181	15,204,450	1,887,270	14.2%
- Secondary	9,184,740	9,184,740	91,362,995	76.6943	7,007,020	(2,177,720)	(23.7%)
Separate School Board							
- Elementary	4,217,300	4,217,300	29,602,370	166.4181	4,926,370	709,070	16.8%
- Secondary	<u>2,908,630</u>	<u>2,908,630</u>	29,602,370	76.6943	<u>2,270,330</u>	<u>(638,300)</u>	<u>(21.9%)</u>
	<u>61,158,123</u>	<u>61,118,900</u>			<u>60,319,170</u>	<u>(799,730)</u>	<u>(1.3%)</u>
	<u>452,932,826</u>	<u>453,257,100</u>			<u>454,864,590</u>	<u>1,607,490</u>	<u>0.4%</u>

WHERE YOUR 1997 TAX DOLLAR GOES



A	General Government	25,399,400	15.6%
B	Protection To Persons and Property	41,689,640	25.7%
C	Local Boards - City Contribution	16,989,510	10.5%
D	Recreation and Cultural Services	28,520,420	17.6%
E	Capital Projects Financed From Capital Funds	2,007,000	1.2%
F	Debenture Principal and Interest	15,083,570	9.3%
G	Streets and Sanitation	19,866,680	12.2%
H	Miscellaneous Other Expenditures	11,624,240	7.2%
I	Engineering	725,300	0.5%
J	Grants	382,890	0.2%
		<u>162,288,650</u>	<u>100.0%</u>

THE CORPORATION OF THE CITY OF HAMILTON
SUMMARY OF THE 1997 EXPENDITURE ESTIMATES BY COMMITTEE

Description (1)	1995 Actual (2)	1995 Estimate (3)	1996 Actual (4)	1996 Estimate (5)	1997 Estimate* (6)	Increase/ Over 1996 Amount (6-5) (7)	(Decrease) Estimate Percent (7/5) (8)
Finance & Administration	105,375,420	102,542,330	102,948,867	102,931,800	100,751,050	(2,180,750)	(2.1%)
Parks & Recreation	26,438,824	27,347,880	28,360,288	27,755,860	28,546,320	790,460	2.8%
Planning & Development	5,892,612	6,301,250	5,957,227	6,198,500	6,286,640	88,140	1.4%
Transport & Environment	<u>26,497,313</u>	<u>28,897,530</u>	<u>25,811,452</u>	<u>27,444,670</u>	<u>26,704,640</u>	<u>(740,030)</u>	<u>(2.7%)</u>
Total Expenditures	<u>164,204,169</u>	<u>165,088,990</u>	<u>163,077,834</u>	<u>164,330,830</u>	<u>162,288,650</u>	<u>(2,042,180)</u>	<u>(1.2%)</u>

* Committee / Council approved March 3/97

THE CORPORATION OF THE CITY OF HAMILTON
**SUMMARY OF THE 1997 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER
 THE JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE**

Description (1)	1995 Actual (2)	1995 Estimate (3)	1996 Actual (4)	1996 Estimate (5)	1997 Estimate* (6)	Increase/ Over 1996 Amount (6-5) (7)	(Decrease) Estimate Percent (7/5) (8)
Legislative	1,405,157	1,349,890	1,420,688	1,373,240	1,391,960	18,720	1.4%
City Clerk	2,767,576	2,896,230	2,734,160	2,887,960	2,876,330	(11,630)	(0.4%)
C.A.O.'s Office	216,668	221,770	233,702	219,650	212,740	(6,910)	(3.1%)
Fire	30,964,935	31,525,020	30,875,820	30,761,420	30,892,880	131,460	0.4%
Human Resources	1,820,101	1,860,160	1,761,627	1,742,950	1,725,630	(17,320)	(1.0%)
Property:							
Real Estate	761,063	793,370	794,809	803,550	536,890	(266,660)	(33.2%)
Property Maintenance	6,021,371	6,321,060	6,087,192	5,836,550	5,793,300	(43,250)	(0.7%)
Central Utilities Plant	<u>2,658,259</u>	<u>2,590,630</u>	<u>2,725,658</u>	<u>2,600,030</u>	<u>2,551,110</u>	<u>(48,920)</u>	<u>(1.9%)</u>
Total Property	9,440,693	9,705,060	9,607,659	9,240,130	8,881,300	(358,830)	(3.9%)
Law	1,439,887	1,588,330	1,526,446	1,590,730	1,542,330	(48,400)	(3.0%)
Information Systems	3,902,862	4,043,190	3,728,580	3,656,140	3,548,650	(107,490)	(2.9%)
Treasury:							
Finance	2,951,620	3,044,850	3,213,453	3,312,630	3,305,170	(7,460)	(0.2%)
Purchasing	<u>275,672</u>	<u>376,370</u>	<u>328,391</u>	<u>317,090</u>	<u>309,850</u>	<u>(7,240)</u>	<u>(2.3%)</u>
Total Treasury	<u>3,227,292</u>	<u>3,421,220</u>	<u>3,541,844</u>	<u>3,629,720</u>	<u>3,615,020</u>	<u>(14,700)</u>	<u>(0.4%)</u>
Total Departments	<u>55,185,171</u>	<u>56,610,870</u>	<u>55,430,527</u>	<u>55,101,940</u>	<u>54,686,840</u>	<u>(415,100)</u>	<u>(0.8%)</u>

* Committee / Council approved March 3/97

THE CORPORATION OF THE CITY OF HAMILTON
**SUMMARY OF THE 1997 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER
 THE JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE**

Description (1)	1995 Actual (2)	1995 Estimate (3)	1996 Actual (4)	1996 Estimate (5)	1997 Estimate* (6)	Increase/ Over 1996 Amount (6-5) (7)	(Decrease) Estimate Percent (7/5) (8)
Library:							
- Expenditures	16,614,955	16,407,150	16,259,301	16,074,870	15,690,820	(384,050)	(2.4%)
- Revenues	<u>1,944,840</u>	<u>1,531,510</u>	<u>1,652,209</u>	<u>1,328,600</u>	1,053,600	<u>(275,000)</u>	(20.7%)
City Contribution (1)	<u>14,670,115</u>	<u>14,875,640</u>	<u>14,607,092</u>	<u>14,746,270</u>	14,637,220	<u>(109,050)</u>	(0.7%)
(1) Excludes unexpended municipal contribution transferred to Reserve for Capital Projects - Library							
Parking Authority:							
- Expenditures	4,456,969	4,633,110	4,145,475	4,039,290	4,241,570	202,280	5.0%
- Revenues	<u>4,250,895</u>	<u>4,568,120</u>	<u>3,905,352</u>	<u>4,445,060</u>	4,306,570	<u>(138,490)</u>	(3.1%)
Surplus/(Deficit) prior to Debt Charges	(206,074)	(64,990)	(240,123)	405,770	65,000	(340,770)	84.0%
Deduct: Debt Charges	<u>(1,092,068)</u>	<u>(1,090,750)</u>	<u>(1,036,311)</u>	<u>(1,092,070)</u>	(1,036,270)	<u>55,800</u>	5.1%
Net Surplus / (Deficit)	<u>(1,298,142)</u>	<u>(1,155,740)</u>	<u>(1,276,434)</u>	<u>(686,300)</u>	(971,270)	<u>(284,970)</u>	(41.5%)
No Mill Rate impact - transferred to the Reserve for Off-Street Parking							
Hamilton Entertainment and Convention Facilities, Inc.:							
- Expenditures	9,315,939	8,584,630	9,189,602	9,084,630	9,475,420	390,790	4.3%
- Revenues	<u>7,190,592</u>	<u>6,158,480</u>	<u>6,836,537</u>	<u>6,682,340</u>	7,123,130	<u>440,790</u>	6.6%
City Contribution (2)	<u>2,125,347</u>	<u>2,426,150</u>	<u>2,353,065</u>	<u>2,402,290</u>	2,352,290	<u>(50,000)</u>	(2.1%)
(2) Excludes unexpended municipal contribution transferred to Reserve for Capital Projects - H.E.C.F.I.							
Total Local Boards	<u>16,795,462</u>	<u>17,301,790</u>	<u>16,960,157</u>	<u>17,148,560</u>	16,989,510	<u>(159,050)</u>	(0.9%)

* Committee / Council approved March 3/97

THE CORPORATION OF THE CITY OF HAMILTON
**SUMMARY OF THE 1997 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER
 THE JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE**

Description (1)	1995 Actual (2)	1995 Estimate (3)	1996 Actual (4)	1996 Estimate (5)	1997 Estimate* (6)	Increase/ Over 1996 Amount (6-5) (7)	(Decrease) Estimate Percent (7/5) (8)
Other Budgets:							
Mayors Race Relations Committee	12,880	12,880	12,090	12,180	12,180	0	0.0%
Hamilton Society For The Prevention of Cruelty To Animals	881,130	881,130	846,130	846,130	846,130	0	0.0%
Mundialization Committee	42,14	8,030	6,244	7,540	7,540	0	0.0%
Staus of Women	(4,515)	11,280	7,564	11,280	11,280	0	0.0%
Promotion and Public Relations	20,000	35,000	20,000	35,000	35,000	0	0.0%
Civic Awards, Receptions, Delegation Hostings	76,496	80,000	62,053	65,000	65,000	0	0.0%
Grants	<u>401,797</u>	<u>405,400</u>	<u>381,685</u>	<u>384,430</u>	<u>382,890</u>	<u>(1,540)</u>	<u>(0.4%)</u>
Total Other Budgets	<u>1,392,002</u>	<u>1,433,720</u>	<u>1,335,766</u>	<u>1,361,560</u>	<u>1,360,020</u>	<u>(1,540)</u>	<u>(0.1%)</u>

* Committee / Council approved March 3/97

THE CORPORATION OF THE CITY OF HAMILTON
**SUMMARY OF THE 1997 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER THE
 JURISDICTION OF THE FINANCE AND ADMINISTRATION COMMITTEE**

Description (1)	1995 Actual (2)	1995 Estimate (3)	1996 Actual (4)	1996 Estimate (5)	1997 Estimate* (6)	Increase/ Over 1996 Amount (6-5) (7)	(Decrease) Estimate Percent (7/5) (8)
Financials:							
Owner's Debt-Locals	363,788	363,790	364,982	364,990	364,990	0	0.0%
Capital Levy	3,014,000	3,014,000	2,015,000	2,015,000	2,007,000	(8,000)	(0.4%)
Provision-Debt Reserve	15,059,415	15,059,000	15,059,008	15,059,000	14,718,580	(240,420)	(2.3%)
Provision-Other Reserves	6,930,849	2,548,590	6,086,791	4,550,150	3,549,370	(1,000,780)	(22.0%)
Financial - Various	6,106,670	5,643,700	4,994,194	6,736,400	5,564,840	(1,171,560)	(17.4%)
Capital Programs	54,800	54,800	0	93,200	372,900	279,700	300.1%
Social Contract - Housing / Park.Auth.	(33,000)	(33,000)	(44,000)	(44,000)	(33,000)	11,000	25.0%
Miscellaneous	<u>506,263</u>	<u>545,070</u>	<u>746,442</u>	<u>545,000</u>	<u>1,170,000</u>	<u>625,000</u>	<u>114.7%</u>
Total Financials	<u>32,002,785</u>	<u>27,195,950</u>	<u>29,222,417</u>	<u>29,319,740</u>	<u>27,714,680</u>	<u>(1,605,060)</u>	<u>(5.5%)</u>
Total Finance And Administration	<u>105,375,420</u>	<u>102,542,330</u>	<u>102,948,867</u>	<u>102,931,800</u>	<u>100,751,050</u>	<u>(2,180,750)</u>	<u>(2.1%)</u>

* Committee / Council approved March 3/97

THE CORPORATION OF THE CITY OF HAMILTON
**SUMMARY OF THE 1997 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER THE
 JURISDICTION OF THE PARKS AND RECREATION COMMITTEE**

Description (1)	1995 Actual (2)	1995 Estimate (3)	1996 Actual (4)	1996 Estimate (5)	1997 Estimate* (6)	Increase/ Over 1996 Amount (6-5) (7)	(Decrease) Estimate Percent (7/5) (8)
Public Works/Traffic:							
Cemeteries Division	2,640,981	2,770,350	2,491,561	2,634,100	2,618,290	(15,810)	(0.6%)
Parks Division	<u>7,599,062</u>	<u>7,650,350</u>	<u>8,247,402</u>	<u>8,027,460</u>	<u>7,871,690</u>	<u>(155,770)</u>	<u>(1.9%)</u>
Total Public Works and Traffic	<u>10,240,043</u>	<u>10,420,700</u>	<u>10,738,963</u>	<u>10,661,560</u>	<u>10,489,980</u>	<u>(171,580)</u>	<u>(1.6%)</u>
Culture & Recreation:							
Recreation	14,148,760	14,831,900	15,557,781	14,969,100	15,908,930	939,830	6.3%
Culture	2,010,097	2,001,930	2,026,317	2,087,100	2,121,510	34,410	1.6%
Hamilton-Scourge	<u>29,235</u>	<u>81,350</u>	<u>22,181</u>	<u>26,100</u>	<u>13,900</u>	<u>(12,200)</u>	<u>(46.7%)</u>
Total Culture and Recreation	<u>16,188,092</u>	<u>16,915,180</u>	<u>17,606,279</u>	<u>17,082,300</u>	<u>18,044,340</u>	<u>962,040</u>	<u>5.6%</u>
Hamilton Veteran's Committee	<u>10,689</u>	<u>12,000</u>	<u>15,046</u>	<u>12,000</u>	<u>12,000</u>	<u>0</u>	<u>0.0%</u>
Total Parks And Recreation	<u>26,438,824</u>	<u>27,347,880</u>	<u>28,360,288</u>	<u>27,755,860</u>	<u>28,546,320</u>	<u>790,460</u>	<u>2.8%</u>

* Committee / Council approved March 3/97

THE CORPORATION OF THE CITY OF HAMILTON
**SUMMARY OF THE 1997 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER THE
 JURISDICTION OF THE PLANNING AND DEVELOPMENT COMMITTEE**

Description (1)	1995 Actual (2)	1995 Estimate (3)	1996 Actual (4)	1996 Estimate (5)	1997 Estimate* (6)	Increase/ (Decrease) Over 1996 Amount (6-5) (7)	Estimate Percent (7/5) (8)
Building	4,232,783	4,595,570	4,346,144	4,539,600	4,684,100	144,500	3.2%
Municipal Non-Profit (Hamilton) Housing <i>- fully recovered</i>	241,518	246,050	241,818	255,430	276,310	20,880	8.2%
Committee of Adjustment	10,500	11,000	11,000	11,000	11,000	0	0.0%
Planning and Development	1,649,329	1,694,680	1,600,083	1,647,900	1,591,540	(56,360)	(3.4%)
Total Planning And Development	<u>5,892,612</u>	<u>6,301,250</u>	<u>5,957,227</u>	<u>6,198,500</u>	<u>6,286,640</u>	<u>88,140</u>	<u>1.4%</u>

* Committee / Council approved March 3/97

THE CORPORATION OF THE CITY OF HAMILTON
**SUMMARY OF THE 1997 EXPENDITURE ESTIMATES OF THOSE BUDGETS UNDER THE
 JURISDICTION OF THE TRANSPORT AND ENVIRONMENT COMMITTEE**

Description (1)	1995 Actual (2)	1995 Estimate (3)	1996 Actual (4)	1996 Estimate (5)	1997 Estimate* (6)	Increase/ Over 1996 Amount (6-5) (7)	(Decrease) Estimate Percent (7/5) (8)
Public Works & Traffic:							
Traffic Division	6,048,748	6,147,310	5,718,217	6,304,950	6,112,660	77,710	1.3%
Streets Division	21,788,162	21,949,000	20,788,112	21,058,500	19,866,680	(1,191,820)	(5.7%)
Fleet Services Division							
- Gross	9,632,275	10,794,470	9,531,386	9,854,210	9,489,500	(364,710)	(3.7%)
- Net	(2,045,334)	0	(1,213,669)	(383,890)	0	383,890	100.0%
City Garage - Gross	1,265,873	1,345,480	1,293,786	1,225,210	1,136,390	(88,820)	(7.2%)
- Net	(68,691)	0	(45,788)	(20,540)	0	20,540	100.0%
Total Public Works & Traffic	<u>25,722,885</u>	<u>28,096,310</u>	<u>25,246,872</u>	<u>26,689,020</u>	<u>25,979,340</u>	<u>(709,680)</u>	<u>(2.7%)</u>
Services From Region:							
Local Roads	<u>774,428</u>	<u>801,220</u>	<u>564,580</u>	<u>755,650</u>	<u>725,300</u>	<u>(30,350)</u>	<u>(4.0%)</u>
Total Services From Region	<u>774,428</u>	<u>801,220</u>	<u>564,580</u>	<u>755,650</u>	<u>725,300</u>	<u>(30,350)</u>	<u>(4.0%)</u>
Services To Region:							
Traffic Services	3,361,639	3,023,520	4,078,760	3,434,990	3,582,690	147,000	4.3%
Streets Services	<u>5,778,920</u>	<u>6,964,760</u>	<u>6,057,555</u>	<u>6,485,050</u>	<u>5,442,900</u>	<u>(1,042,150)</u>	<u>(16.1%)</u>
Total To Region	<u>9,140,559</u>	<u>9,988,280</u>	<u>10,136,315</u>	<u>9,920,040</u>	<u>9,025,590</u>	<u>(894,450)</u>	<u>(9.0%)</u>
- fully recovered							
Total Transport and Environment	<u>26,497,313</u>	<u>28,897,530</u>	<u>25,811,452</u>	<u>27,444,670</u>	<u>26,704,640</u>	<u>(740,030)</u>	<u>(2.7%)</u>

* Committee / Council approved March 3/97

DEPARTMENTAL SUMMARIES

The ***City Clerk's Department*** provides services and assistance to City Council, its Committees and the general public and performs all functions required of the City Clerk by various Provincial Statutes.

The City Clerk's Department administers the issuance and enforcement of Municipal Business and Lottery Licences, co-ordinates the management and operation of the Hamilton Farmers' Market and provides Information Desk and Emergency Dispatch services. The department also performs the functions of Deputy Division Registrar with respect to the registration of births and deaths within the City. The administration of City Council support staff and the co-ordination of municipal elections are also City Clerk's Department responsibilities.

These tasks are divided between three divisions within the City Clerk's Department - Administrative, Legislative and Licensing.

The Administrative Division

The Administrative Division retains responsibility for a number of diverse functions including the management of the Hamilton Farmers' Market and the Print and Mail Services Section of the department. The Administrative Division also co-ordinates activities under the Municipal Elections Act, Municipal Freedom of Information and Protection of Privacy Act, Records Management functions, operation of the City Hall Switchboard, Information Desk and Emergency Dispatch Service as well as the management of departmental personnel and departmental budgeting.

CITY CLERK'S DEPARTMENT

The Legislative Division

The Legislative Division provides secretarial services to City Council, Standing Committees, Sub-Committees and Special Purpose Committees as well as assistance with the planning and co-ordination of many special events.

The Licensing Division

The Licensing Division administers the issuance and enforcement of Municipal Business and Lottery Licenses as well as the enforcement of the City's No-Smoking By-Law. The Licensing Division also retains responsibility for the issuance of Marriage Licenses.

City Clerk's Department Human Resources

1.0 Complement

The City Clerk's Department has a current staff complement of 62 employees including the City Council Support Staff. This represents five less employee positions in 1997 than 1995.

1.1 Departmental Distribution

Section	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administrative	27	2	25	2	25	2
Legislative	10		10		9	
Licensing	15		13		13	
City Council Support	13		13		13	
TOTAL	65	2	61	2	60	2

CITY CLERK'S DEPARTMENT *1996 Budget Highlights*

The 1996 Budget as approved reflected a gross expenditure budget decrease of \$8,270 or 0.3% under 1995.

Revenue reflected an increase of \$114,500 or 5% primarily due to increased lottery activity and the introduction of a licence processing fee for new business licence applications.

The result is a significant 21.0% reduction in the net operations of the department.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$2,896,230	\$2,887,960	(\$8,270)	(0.3%)
Net	\$585,890	\$463,120	(\$122,770)	(21.0%)

1997 Budget Highlights

The 1997 Budget as approved reflects a gross expenditure budget decrease of \$11,630 or 0.4% over 1996. The decrease was attributable to a staff reduction of one Legislative Stenographer II position. The reduction was partially reduced by anniversary increases which were frozen during the period of the Social Contract and slight increases in other operating expenses.

Revenue reflects a significant increase of \$475,090 or 19.6% primarily due to the increase of all business licence fees effective January 1, 1997.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$2,887,960	\$2,876,330	(\$11,630)	(0.4%)
Net	\$463,120	(\$23,600)	(\$486,720)	(105.1%)

Departmental Initiatives - Program Specific

The City Clerk's Department will continue to take advantage of technological improvements which will enable the department to deliver its services in the most efficient way possible. This will be especially effective in the Licence Division where the Business and Lottery functions will be totally computerized by early 1998.

A re-organizational plan to streamline the department's functions will emphasize improvements in the Licence Division and Print and Mail Section of the Administrative Division to combat a significant increase in activities.

The acquisition of a new optical scan election system will enable the production of more timely results for this years' municipal election and result in significant savings in the cost of future municipal elections.

CITY CLERK'S DEPARTMENT

THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- CITY CLERK'S DEPARTMENT -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures					
Administration	696,487	703,420	735,686	702,080	725,850
User Fees	(27,420)	(23,400)	(37,320)	(24,500)	(33,300)
Licence Division	743,602	802,640	699,588	825,060	822,740
Legislative Division	497,101	506,730	461,334	509,490	472,760
Information / Dispatch	117,737	125,950	127,540	125,740	124,840
Print and Mail Section	444,188	523,580	431,741	489,990	502,070
Provincial Tax	(4,875)	(6,320)	(2,314)	(6,000)	(4,000)
Mum Show Committee	32,618		52,174		
Farmer's Market	268,138	263,630	265,731	266,100	265,370
Total Expenditures	2,767,576	2,896,230	2,734,160	2,887,960	2,876,330
Revenues					
Licence Division	1,945,087	1,837,410	2,068,482	1,951,910	2,427,000
Mum Show Committee	32,618		52,174		
Farmer's Market	470,319	472,930	475,446	472,930	472,930
Total Revenues	2,448,024	2,310,340	2,596,102	2,424,840	2,899,930
Net Operations	319,552	585,890	138,058	463,120	(23,600)

THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- LEGISLATIVE (CITY COUNCIL SUPPORT) -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures					
Mayor's Office	362,485	365,550	366,933	367,350	365,490
Aldermem - Direct Charges	401,024	399,530	417,698	412,640	418,180
Aldermen - Admin. Support	495,672	497,630	534,948	508,270	521,090
Motor Vehicle Operation	54,008	57,540	55,834	55,700	54,920
Memberships	18,702	21,640	16,701	21,280	20,280
'96 FCM Big Mayors (Net) / 1995 Int. Great Lakes	65,056		17,199		
Outside Groups	8,210	8,000	11,375	8,000	12,000
Total Expenditures	1,405,157	1,349,890	1,420,688	1,373,240	1,391,960
Net Operations	1,405,157	1,349,890	1,420,688	1,373,240	1,391,960

The **Chief Administrative Officer** is responsible for the overall administration of the City's eleven departments. In addition to developing corporate policy and providing advice to City Council about the City organization and operating procedures.

Chief Administrative Officer - Human Resources

1.0 Complement

The Chief Administrative Officer's Office has a current staff complement of 2 employees, which remains unchanged from 1995. The Manager of Internal Control reports to the Chief Administrative Officer functionally, but for administrative and budgetary purposes reports through the Treasurer.

1.1 Departmental Distribution

Section	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administration	2		2		2	
TOTAL	2	0	2	0	2	0

CHIEF ADMINISTRATIVE OFFICER

1996 Budget Highlights

The 1996 Budget as approved reflects an expenditure decrease of \$2,120 or 1.0% over 1995.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$221,770	\$219,650	(\$2,120)	(1.0%)
Net	\$221,770	\$219,650	(\$2,120)	(1.0%)

1997 Budget Highlights

The 1997 Budget as approved reflects an expenditure budget decrease of \$6,910 or 3.1% over 1996 levels.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$219,650	\$212,740	(\$6,910)	(3.1%)
Net	\$219,650	\$212,740	(\$6,910)	(3.1%)

**1997 budgets
city of hamilton**

Departmental Initiatives - Program Specific

The priorities for 1997 include the continuing challenge to streamline municipal government by:

- establishing a corporate strategy and defining the roles and responsibilities for the Corporate Management Team
- restoring the core / downtown
- downsizing the organization
- utilizing more and better technology including more sophisticated equipment
- building better partnerships with the Region of Hamilton-Wentworth, the School Boards, Business Improvement Associations and the myriad of other organizations that the City of Hamilton interfaces with
- becoming more creative in delivering services to the community
- becoming more entrepreneurial in order to maximize revenue opportunities and to minimize expenditures

CHIEF ADMINISTRATIVE OFFICER

THE CORPORATION OF THE CITY OF HAMILTON 1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES - CHIEF ADMINISTRATIVE OFFICER -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
<i>Expenditures</i>					
<i>Total Expenditures</i>	216,668	221,770	233,702	219,650	212,740
<i>Net Operations</i>	216,668	221,770	233,702	219,650	212,740

The ***Fire Department*** provides protection of life and property resulting from fires, medical emergencies, and other disasters, including a special vigilance to protect our environment by efficiently neutralizing all hazardous materials incidents.

To successfully execute this task, the Department is comprised of six Divisions which are committed to the pursuit of excellence and exemplary service to the public. Following is a brief overview of how their different functions and responsibilities help make the Hamilton Fire Department a respected national fire service leader.

Firefighting Division

Under the direction of the Chief and Deputy Chief and Assistant Deputy Chief, the constantly expanding, diverse role and "high-profile, front-line" responsibilities of firefighters within this Division include:

- Emergency firefighting operations
- High and low-level rope rescue
- Land-based water and ice rescue
- Search and rescue of persons trapped or injured
- Emergency medical services (defibrillation / resuscitation / first aid)
- Protection from hazardous materials incidents
- Vehicle accident auto extrication and industrial extraction of personnel from machinery
- Home and commercial fire prevention inspections
- Training as back-up Communications Operators

Administration Division

A small but talented "front-office" staff comprised of the Chief, Deputy, Assistant Deputy Chief, Divisional Chief of Administration, Public Relations Officer and three civilian secretarial support staff are responsible for:

- Capital and current budget preparations
- Processing revenue-generating and cost recovery claims
- Purchase requisitions, payments and accounting services
- Facilities maintenance and repair coordination
- Human Resources forms processing
- Clerical support for all divisions
- Public and media relations; fire safety information, programs and initiatives
- Coordination of station tours, Speakers Bureau fire safety presentations, and requests for firefighting personnel and equipment to participate in outdoor public events and demonstrations

FIRE DEPARTMENT

FIRE DEPARTMENT

Communications Division

Deemed to be the "heartbeat" of emergency fire service operations, Communications Division personnel work 12-hour shifts, in pairs, under the direction of the Communications Officer. They are responsible for dispatching over 17,000 fire and related emergency calls annually in the City of Hamilton and the other five municipalities within the Region of Hamilton-Wentworth. Other services provided include:

- Maintaining communications with all apparatus during alarms
- Assignment of emergency apparatus to each incident
- Maintenance of necessary records required by firefighting personnel to complete formal response reports
- Maintaining current information on apparatus status
- Relaying information regarding hazardous materials incidents
- Relocation of emergency apparatus as required
- Maintenance of fire station communications as security systems
- Coordination and maintenance of maps for all vehicles and stations

Mechanical Division

This versatile "can-do" Division under the direction of the Chief Mechanical Officer provides 16-hour service daily as well as emergency coverage on weekends and holidays. The Division is responsible for the repair and maintenance of all emergency firefighting apparatus and related equipment. Other programs and services provided include:

- Research and preparation of apparatus replacement specifications to ensure that legislative requirements are followed
- Annual testing of aerial and ground ladders, pump operations, vehicle safety inspections, and helmet inspections / repairs
- Preventative vehicle maintenance programs
- Specialized repair and maintenance of firefighting clothing, self-contained breathing apparatus and station air compressors
- Fire hose repair and replacement specifications
- Repair and distribution of clothing and equipment
- Repair and maintenance of semi-automatic defibrillators, smoke ejector fans, auto extrication equipment, ground lights, and emergency generators
- Distribution of emergency medical equipment (inhalators, first-aid supplies and equipment) as well as cleaning and operating supplies
- Operation of a woodworking shop for the manufacture of specialty items for stations and equipment storage

Fire Prevention Division

This Division is comprised of 21 uniformed personnel including the Chief Fire Prevention Officer, Assistant Chief Fire Prevention Officer, four Fire Safety Officers and 15 Inspectors who are assisted by three civilian

secretarial support staff. This dedicated team of Fire Safety personnel is responsible for the inspection of all City buildings in the City to ensure compliance with fire safety legislation and for the promotion of fire-safe practices for the community. Other key, "behind the scene" responsibilities include:

- Enforcement of the Ontario Fire Code and Fire Marshals Act
- Inspections related to licensing of premises for L.L.B.O. licences, including occupant load determination and posting; establishment licences for municipal business licences; and provincially licenced operations (day care facilities and group homes)
- Investigation and resolution of inquiries from citizens, elected officials, other city and regional departments
- Coordination of home and commercial inspections, and public education in association with the Public Relations Officer
- Juvenile Fire Setters education program
- Elementary school fire safety education
- Pre-schoolers summer school fire safety program
- Fire safety plan review and approval
- Retrofit buildings plan examination and approval
- Records management for fire calls and statistical data
- Enforcement of fire-related municipal by-laws

Training Division

This Division is responsible for the continuous upgrading, competency and proficiency of all personnel as well as developing training procedures for compliance with legislated standards. Other "critical, life-safety" responsibilities include:

- Probationary firefighting training
- Eligibility tests for classification promotions
- Emergency medical service training (first-aid, CPR and defibrillation)
- Fireground emergency operations training
- Officer training sessions
- Defensive driving and licence classification examinations
- Hazardous materials training, vehicle extrication courses, ship and harbour familiarization, and arson detection training
- Low and high-level rope rescue training
- Land-based water and ice rescue training

Fire Department Human Resources

1.0 Complement

The Hamilton Fire Department has a current staff complement of 445 employees. This represents thirteen less employee positions in 1997 than 1995.

FIRE DEPARTMENT

FIRE DEPARTMENT

1.1 Departmental Distribution

Section	1995 Employees (FTE)	1996 Employees (FTE)	1997 Employees (FTE)
	FT	FT	FT
Fire Suppression	407	399	394
Mechanical	6	6	6
Fire Prevention	24	24	24
Communications	11	11	11
Training	5	5	5
Administration	5	5	5
TOTAL	458	450	445

1996 Budget Highlights

The 1996 Budget as approved reflects a gross expenditure budget decrease of \$763,600 or 2.4% over 1995. The significant decrease is due to two reduction packages approved by City Council, one for the reduction of eight vacant firefighting positions (\$400,000), and one for the reduction of \$540,150 or eleven filled positions. Savings were expected as a result of the Master Fire Plan and other initiatives.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$31,525,020	\$30,761,420	(\$763,600)	(2.4%)
Net	\$31,432,300	\$30,677,700	(\$754,600)	(2.4%)

1996 Accomplishments

During 1996 the Fire Department has achieved a number of accomplishments including:

- Completion of the Hamilton Master Fire Plan study by Dillon Consulting Limited / Donal Baird Associates. The Fire Chief submitted his report to Finance & Administration Committee respecting recommendations made in the plan.
- A user-pay strategy toward firefighter recruitment, initiated during 1995/96 resulted in \$32,800 in costs being repaid to the City by applicants for a total saving of over \$60,000 from the previous hiring

call in 1992.

- Implementation of the Trunked Radio Project has improved communication between emergency services as well as increased the safety of staff at emergencies.
- The second combination aerial / pump truck, placed in service in 1996, completed the accommodation of social contract staff reductions.

1997 Budget Highlights

The 1997 Budget as approved reflects a gross budget increase of \$131,460 or 0.4% over 1996. City Council approved one staff reduction package in the amount of \$209,760 (5.0 vacant FTE's in Suppression) and approved two "expansion" packages for \$377,570 to re-instate a total of 9.0 FTE's in Suppression and Fire Prevention.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$30,761,420	\$30,892,880	\$131,460	0.4%
Net	\$30,677,700	\$30,788,160	\$110,460	0.4%

FIRE DEPARTMENT

Proposed Process Improvements and Strategic Issues for 1997

- Continuing review of the recommendations of the Hamilton Master Fire Plan
- Proceed with process to implement Computer Aided Dispatch
- Station 8 - renovations (Woodward and Melvin)
- Impact of the recently enacted Fire Protection and Prevention Act

THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- FIRE DEPARTMENT -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures					
Administration	28,501,423	28,880,210	28,326,483	28,033,350	28,231,340
Motor Apparatus Operation	992,132	1,032,800	961,033	1,081,310	1,038,410
Fire Prevention Bureau	1,414,267	1,544,060	1,535,362	1,578,810	1,561,830
Retirement Allowances	2,261	3,020	2,278	3,020	3,020
Drum Corps	7,450	7,450	7,450	7,450	7,450
Training	47,542	57,480	43,214	57,480	50,830
Safari Van Lease	(140)	0	0	0	0
Total Expenditures	30,964,935	31,525,020	30,875,820	30,761,420	30,892,880
Revenues					
Administration	107,201	92,720	106,437	83,720	104,720
Total Revenues	107,201	92,720	106,437	83,720	104,720
Net Operations	30,857,874	31,432,300	30,769,384	30,677,700	30,788,160

The **Human Resources Centre** services both the City and the Region. It provides consultant services on human resources management to line and staff departments and both Councils. The areas include administration, staffing, payroll administration, benefits, temporary office pool, training and development, job evaluation/wage and salary administration, human rights and harassment, labour relations, occupational health and safety, corporate health services, time and attendance.

Administration Division

The Administration Division ensures all programs operate efficiently and effectively and within the guidelines set by Council policy and appropriate legislation. Provides information to Councils and Committees of Council. Responsible for advising on the development of policies and programs relating to personnel management; budget preparation and administration; general office administration and employee recognition programmes for the City and the Region.

Employee Services Division

The Employee Services Division is responsible for administration of the following programs: staffing, payroll, benefits, temporary office pool, training and development, job evaluation/wage and salary administration, human rights and harassment, Freedom of Information as it applies to human resources data and reception functions.

Labour Relations Division

The Labour Relations Division is responsible for the administration of the following programs: general labour relations, Attendance System, performance management, occupational health and safety, Corporate Health Services, work accommodation, Workers' Compensation and time and attendance.

Human Resources Centre - Human Resources

1.0 Complement

The Human Resources Centre has a total current staff complement of 40 employees, consisting of thirty-nine full-time plus two part-time employees. The City share is approximately 18.5 FTE's, which represents one less FTE than in 1996 and 1.5 FTE's less than 1995.

HUMAN RESOURCES DEPARTMENT

1.1 Departmental Distribution

Section	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administration	4		4		4	
Employee Services	21		19		19	
Labour Relations	15	2	16	2	16	2
TOTAL GROSS	40	2	39	2	39	2
NET CITY	19.5	.5	19	.5	18	.5

1996 Budget Highlights

The 1996 net City Budget as approved reflects a decrease of \$117,210 or 6.3% under 1995. The decrease is mainly attributable to various program reductions resulting in decreases to Information Systems costs and various operating expenditures and staffing reductions.

HUMAN RESOURCES DEPARTMENT

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$4,176,570*	\$3,763,490	(\$413,080)	(9.9%)
Net City	\$1,860,160**	\$1,742,950	(\$117,210)	(6.3%)

* In 1996, 1995/96 base adjusted for transfer of Benefit program from Finance

** In 1996, 1995/96 Employee Assistance Program base adjusted for transfer from Human Resources to Financials

Highlights include:

- completion of the departmental network installation plan
- implementation of departmental network printing
- completion of the corporate training needs analysis that ensures training and development programmes are consistent with the goals and objectives of the Corporation - respond to individual department training needs as required
- HRIS Project Team completed vendor evaluation and preferred vendor selected; pre-selection technical testing conducted

1997 Budget Highlights

The 1997 net City Budget as approved reflects a decrease of \$17,320 or 1.0% over 1996, due primarily to Information Systems budget adjustments.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$3,763,490	\$3,769,700	\$6,210	0.2%
Net	\$1,742,950	\$1,725,630	(\$17,320)	(1.0%)

Highlights include:

- selection, testing and installation of a Human Resources Information System
- finalize Human Resource Policy and Procedure manual
- completion of the corporate training needs analysis that ensures training and development programmes are consistent with the goals and objectives of the Corporation - respond to individual department training needs as required

HUMAN RESOURCES DEPARTMENT

THE CORPORATION OF THE CITY OF HAMILTON 1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES - HUMAN RESOURCES CENTRE -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
<i>Expenditures</i>					
Services By The Region	1,820,101	1,860,160	1,761,627	1,742,950	1,725,630
<i>Total Expenditures</i>	1,820,101	1,860,160	1,761,627	1,742,950	1,725,630
<i>Net Operations</i>	1,820,101	1,860,160	1,761,627	1,742,950	1,725,630

PROPERTY DEPARTMENT

The ***Property Department*** essentially functions as owner and landlord for various City owned facilities. More specifically, the Department's core services center around City owned facilities, both existing and proposed, and the efforts required to acquire, manage, design, construct and/or renovate, and maintain them. These tasks are divided amongst three functional divisions within the Property Department - Administration, Building Operations & Maintenance and Real Estate.

The Administration Division

The Administration Section provides support and direction to other department divisions, including the co-ordination of administrative services, budget preparation and monitoring, policy implementation and development, and the management of internal controls.

The Building Operations/Maintenance Division

The Building Operations & Maintenance Section administers a complete building maintenance program, for approximately 200 City owned facilities, including preventative maintenance, cleaning and caretaking, renovations, and energy management. It also operates and maintains the Central Utilities Plant, which supplies utilities and environmental control to approximately 1,500,000 square feet of office, institutional and entertainment space in the City's downtown core.

The Real Estate Division

The Real Estate Section provides a complete package of real estate services to both City and Regional Departments (the latter on a fee basis), including the acquisition and disposition of property, marketing of industrial lands, management of real estate, appraisal expertise, and the preparation of demolition specifications.

Property Department's Human Resources

1.0 Complement

The Property Department has a current staff complement of 86 employees. There is no change over 1996. The part time (PT) employees are cleaners, which total 19 in complement.

1.1 Departmental Distribution

Section	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administrative	3		3		3	
Architectural	5		0*		0	
Bldg. Op. & Mtnce.	55	9.5	53	9.5	53	9.5
Real Estate	11		11		11	
TOTAL	74	9.5	67	9.5	67	9.5

Note: Architectural Division transferred to Recreation and Building Departments

1996 Budget Highlights

The 1996 Budget reflects an expenditure budget decrease of \$464,930 or 4.8%. The decrease is primarily attributable to the following:

- deletion of two positions from staff complement
- utilities savings from ongoing energy management initiatives and the continued direct purchase of natural gas
- service reductions in the areas of building repair and caretaking / cleaning
- transfers to Culture & Recreation due to renewed City control of the Twin Pad Arena

PROPERTY DEPARTMENT

Revenues decreased by \$17,460 or 2.4% due to the cancellation of a lease for the rental of City lands.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$9,705,060	\$9,240,130	(\$464,930)	(4.8%)
Net	\$8,976,320	\$8,528,850	(\$447,470)	(5.0%)

1997 Budget Highlights

The 1997 Budget reflects an expenditure budget decrease of \$358,830 or 3.9% over 1996. The decrease is primarily attributable to the following:

- service / program reduction measures \$275,000
- utility savings to be generated from capital infrastructure works and other energy management initiatives
- savings generated from the renewal of maintenance contracts (for refrigeration / ice making equipment, caretaking, and waste disposal)
- reduction in car pool rates
- reduced funding requirements for network hardware / connection costs due

to completion of network implementation plan in 1996.

Revenues decreased by \$17,050 or 2.4% due to a reduction in rental revenue. More specifically, a reduced lease rate will be in effect December 1, 1997 for City Hall space leased to Regional Departments. In addition, the City's inventory of rental properties has also declined over 1996.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$9,240,130	\$8,881,300	(\$358,830)	(3.9%)
Net	\$8,528,850	\$8,187,070	(\$341,780)	(4.0%)

Departmental Initiatives - Program Specific

Building Operations & Maintenance Division

- Ongoing energy management initiatives are expected to continue generating operating cost savings as well as improve facility environment
 - Assembly of Department's Computerized Maintenance Management System database is underway. Once complete, the system's full potential can be realized with the end result of reducing overall maintenance costs.

Real Estate Division

- Creation of an automated centralized database to store information re: City properties in order to facilitate data storage, organization, retrieval and management. This will better enable staff to respond to taxpayers questions, conduct analyses, prepare status reports and generate information for decision making.

NOTE:

At the direction of City Council on May 13, 1997, the Property Department was disbanded and restructured as follows, effective May 14, 1997:

- a) Building Operations and Maintenance Division has been assigned to the Culture & Recreation Department
- b) Real Estate Division has been assigned to the Clerks Department

PROPERTY DEPARTMENT

THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- PROPERTY DEPARTMENT -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
<i>Real Estate Division:</i>					
Expenditures					
Real Estate Administration	529,173	553,750	551,179	554,550	286,010
Property Administration	<u>231,890</u>	<u>239,620</u>	<u>243,630</u>	<u>249,000</u>	<u>250,880</u>
	761,063	793,370	794,809	803,550	536,890
Revenues					
Real Estate Administration	339	1,000	1,142	1,000	1,000
Property Administration	<u>26,484</u>	<u>25,420</u>	<u>23,319</u>	<u>25,720</u>	<u>25,860</u>
	<u>26,823</u>	<u>26,420</u>	<u>24,461</u>	<u>26,720</u>	<u>26,860</u>
Net Real Estate Division	<u>734,240</u>	<u>766,950</u>	<u>770,348</u>	<u>776,830</u>	<u>510,030</u>
<i>Building Operations & Maintenance Division:</i>					
Expenditures					
1) Property Maintenance:					
Administration	559,370	597,480	608,459	564,150	595,950
Mtnce. City Hall, Public Bldgs, Health Bldg., Civic Properties	1,412,298	1,459,250	1,325,945	1,353,800	1,361,980
Composite Buildings	24,827	35,570	27,546	32,470	29,960
Fire Department	96,787	93,080	85,327	93,870	101,520
Traffic Operations Center	125,353	130,700	118,921	122,080	116,780
Central Services Bldgs. - Gross	147,939	161,100	174,858	151,100	155,040
- Net	100,237	108,850	121,644	103,340	103,980
District Ctr's/ Twin Pad Arena	1,525,881	1,675,480	1,660,087	1,482,740	1,692,630
Parks / Rec Bldgs /Playgrounds	1,751,643	1,693,790	1,709,249	1,599,370	1,287,210
Historic Sites	122,841	138,360	118,136	134,820	147,220
Ivor Wynne Stadium/Others	194,578	266,270	195,173	244,900	237,560
Repairs & Mtnce. - Market	110,085	122,230	116,873	105,010	118,510
R & M - Library - fully recovered	150,459	147,900	131,580	146,540	148,300
Work Done for Others - Gross	623,794	1,129,150	510,766	570,730	477,200
- Net	(2,529)	0	(168)	0	0
Total Expenditures	<u>6,021,371</u>	<u>6,321,060</u>	<u>6,087,192</u>	<u>5,836,550</u>	<u>5,793,300</u>

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THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- PROPERTY DEPARTMENT -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
<i>Building Operations & Maintenance Division - con't.:</i>					
Revenues					
Rental - Regional Departments	485,376	505,420	498,754	504,320	489,060
Rent/Fees - City Property	<u>196,077</u>	<u>196,900</u>	<u>182,769</u>	<u>180,240</u>	<u>178,310</u>
	681,453	702,320	681,523	684,560	667,370
Net Property Mtnce. Div.	5,339,918	5,618,740	5,405,669	5,151,990	5,125,930
 2) Central Utilities Plant:					
Expenditures					
Operations	597,705	559,900	491,295	569,170	584,780
Maintenance	587,265	581,910	699,589	590,730	615,020
City Hall	250,571	241,940	255,749	247,900	230,150
Ontario Government Building	367,191	374,860	354,733	299,420	297,420
Pedestrian Arcade / Overpass	22,291	28,110	23,174	24,400	24,550
Underground Garage	116,782	124,960	124,042	123,850	121,850
Copps Coliseum	403,977	409,770	461,011	417,090	417,870
Hamilton Central Library	333,337	334,860	331,393	326,390	298,500
Hamilton Place	251,715	249,140	241,392	242,680	240,680
Art Gallery	161,462	138,210	132,708	127,900	122,700
Hamilton Farmer's Market	102,087	91,200	93,884	97,000	86,000
Hamilton Convention Centre	261,894	268,370	273,710	291,790	264,660
Recoveries From Users	<u>(798,018)</u>	<u>(812,600)</u>	<u>(757,022)</u>	<u>(758,290)</u>	<u>(753,070)</u>
Total Expenditures	2,658,259	2,590,630	2,725,658	2,600,030	2,551,110
Total Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Central Utilities Plant	2,658,259	2,590,630	2,725,658	2,600,030	2,551,110
 Net Bldg. Ops. & Mtnce. Div.	 7,998,177	 8,209,370	 8,131,327	 7,752,020	 7,677,040
 Net Property Department	 8,732,417	 8,976,320	 8,901,675	 8,528,850	 8,187,070

The ***Law Department's*** primary functions are to ensure the efficient provision of the highest quality legal advice and representation, both preventative and remedial, to the Corporation of the City of Hamilton.

The Law Department is responsible for providing a full range of legal services to City Council, Committees and Departments. These duties include providing legal advice on all aspects of the law and relevant legislation including real estate, litigation, prosecutions, administrative law, insurance law, commercial law, construction law, labour law and general municipal and planning law.

Legal staff prepare and approve by-laws, agreements, claims and contracts, provide legal opinions and advice as required and represent the City in Court and before Administrative Tribunals. Outside legal advice is also used in specialized and particular areas such as complex litigation, lengthy hearings and trials, as well as labour, expropriation and copyright matters.

These tasks are divided between three functional divisions within the Law Department - Administration, Development & Real Estate and Corporate Litigation.

The Administration Division

The Administration Section is responsible for managerial support and direction; administrative policies, accounting and budget controls and reports; administrative support and retention and review of external counsel assignments.

The Development & Real Estate Division

The Development & Real Estate Section is responsible for all City real estate projects; land purchases and sales, long term leases, easements and liens on title, encroachments, realty tax arrears and sales. This section is also involved in negotiation and drafting development agreements, sub-division agreements, site plans, Land Division Committee and lot grading agreements, OMB hearings on zoning and official plan appeals and Rental Protection Act approvals.

The Corporate and Litigation Division

The Corporate and Litigation Section is responsible for: construction and purchase of services contract negotiation and drafting; contract disputes, bankruptcy, performance bonds; Administrative Tribunals;

LAW DEPARTMENT

Licensing, Labour/Employment; Freedom of Information/Protection of Privacy Act; Insurance; financial aspects of the corporation (eg. taxation, development charges); prosecution/enforcement of all By-laws (including the City of Hamilton Health By-law) and general litigation for the Corporation. This section is also responsible for all non-real estate matters for the City (including H.E.C.F.I., Hamilton Public Library and the Parking Authority).

Law Department's Human Resources

1.0 Complement

The Law Department has a current staff complement of 21 employees. The employee complement decreased by one position over 1995.

1.1 Departmental Distribution

Section	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administration	2.1		2		2	
Corporate & Litigation	10.85		10		10	
Development & Real Estate	9.05		9		9	
TOTAL	22	0	21	0	21	0

LAW DEPARTMENT

1996 Budget Highlights

The 1996 Budget as approved represents a net expenditure budget increase of \$2,400 or 0.2%. Although there were savings of over \$37,000 due to elimination of one position in the Department's complement in 1996, base transfers for merit /union increases were provided to departments post-budget.

The Law Department does not budget any revenue sources however on occasion is awarded costs in Litigation.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$1,588,330	\$1,590,730	\$2,400	0.2%
Net	\$1,588,330	\$1,590,730	\$2,400	0.2%

1997 Budget Highlights

The 1997 Budget as approved reflects a net budget decrease of \$48,400 or 3.0% over 1996 levels. The decrease over 1996 is attributable to reductions in various operating expenditures such as Training Courses and Legal - Miscellaneous.

The Department's continuation to strive to identify the necessary core service demands, has resulted in a decrease in the number of permanent full time staff over the last several years. With the expanded skills of all employees, including inter-departmental task forces, and with the assistance of local law firms, the Law Department has been able to hold the line on expenditures.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$1,590,730	\$1,542,330	(\$48,400)	(3.0%)
Net	\$1,590,730	\$1,542,330	(\$48,400)	(3.0%)

Departmental Initiatives - Program Specific

Priorities will be to continue to expand our corporate legal knowledge of new and changing legislation, identify the core service and levels acceptable to Council and other civic departments and to maintain outreach programs with local law firms for community benefit.

The Department will continue to expand inter-departmental teams in prosecution and insurance for increased corporate use / benefit. We will also continue to broaden the individual skills and training of current staff to meet changing needs and carry out our mandate.

LAW DEPARTMENT

THE CORPORATION OF THE CITY OF HAMILTON 1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES - LAW DEPARTMENT -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures					
Administration	1,391,885	1,556,330	1,487,904	1,558,730	1,510,330
Disbursements	48,002	32,000	38,542	32,000	32,000
Total Expenditures	1,439,887	1,588,330	1,526,446	1,590,730	1,542,330
Net Operations	1,439,887	1,588,330	1,526,446	1,590,730	1,542,330

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INFORMATION SYSTEMS DEPARTMENT

The ***Information Systems Department*** provides Information Technology services to the City of Hamilton and the Region of Hamilton-Wentworth.

The Department assist the Corporations' departments and agencies in managing and continuously improving their business processes and in the cost-effective use of information technology in the provision of customer service excellence.

These tasks are divided between five areas in Information Systems - business application, operations, support services, process control, telecommunications and planning.

The Business Application Systems Division

The Business Application System Section manages the development and maintenance of corporate and department business systems applications used by the City of Hamilton and the Region.

The Operations Division

The Operations Section manages the Data Centre Facility and is responsible for the management of the Microfilming Division. The Division schedules and executes all mainframe applications on behalf of the City and the Region and is responsible for the ongoing operation of mini computers and servers located in the data centre and a number of off-site office locations.

The Support Services Division

The Support Services Section is responsible for the acquisition, installation, and management of the more than 1,200 PCs currently in service, including the annual lease replacement of approximately 300 PCs. Other services include the installation of PCs on the Corporate Network and a central Help Desk operation.

The Process Control Division

The Process Control Section manages all process control (transit, water and sewer infrastructure) computer applications; Transit business applications, and an increasing number of applications for other Departments. The Process Control Division also provides corporate network development and management functions.

The Telecommunications & Planning Function

The Telecommunications & Planning Section supports Telephone and Telecommunications operations, the implementation of the corporate network infrastructure, long range disaster recovery planning, and the co-ordination of voice and data communications for the City of Hamilton and Regional Departments and Boards.

Information Systems Department's Human Resources

1.0 Requirement

The Information Systems Department has a current staff complement of 61.5 employees (City and Region) including 8 employees within the Hamilton Street Railway (HSR). This represents one fewer position in 1997 than 1996.

1.1 Departmental Distribution

Section	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administration / Planning	4		4		4	
Business Applications	30		30		30	
Operations	15		13		12	
Process Control	8	0.5	8	0.5	8	0.5
Telcom and Planning	2		1		1	
Support Services	6		6		6	
Total	65	0.5	62	0.5	61	0.5

INFORMATION SYSTEMS DEPARTMENT

1996 Budget Highlights

The 1996 budget as approved reflects a gross budget decrease of \$888,180 or 11.8% over 1995. The net budget reflects a decrease of \$387,050 or 9.6%.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$7,540,360	\$6,652,180	(\$888,180)	(11.8%)
Net	\$4,043,190	\$3,656,140	(\$387,050)	(9.6%)

1997 Budget Highlights

The 1997 Budget reflects a gross budget decrease of \$111,670 or 1.7% as compared to 1996. The net budget reflects a decrease of \$107,490 or 2.9%.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$6,652,180	\$6,540,510	(\$111,670)	(1.7%)
Net	\$3,656,140	\$3,548,650	(\$107,490)	(2.9%)

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Departmental Initiatives - Program Specific

In 1996 the Departmental initiatives were associated with focussing the departments resources and skills on "open computer systems" with the objective of developing computing capabilities that are independent of the type of hardware or software used and on employee team building and empowerment to improve customer service and reduce management involvement in service delivery.

In 1997 the Departmental initiatives include improvements to customer relations (customer account reviews), and customer services (Help Desk improvements). Major initiatives are being undertaken to upgrade the desktops and computer network to a more open computing environment. Major steps are also being taken to make the transition from the mainframe computing environment to the client-server computing environment.

THE CORPORATION OF THE CITY OF HAMILTON 1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES - INFORMATION SYSTEMS -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
<i>Expenditures</i>					
Administration & Systems Planning	617,265	617,440	633,193	618,490	418,990
Systems Analysis	821,842	890,030	793,742	806,680	811,350
Host Systems - Disk & Tape Storage	246,077	347,250	214,282	219,090	147,540
Programming	946,102	1,072,180	928,725	954,740	982,290
Host Printing	105,612	97,830	50,842	76,930	57,790
Host Laser Printing	92,835	119,580	85,498	118,050	112,490
Contracted Services	24,411	15,000	0	5,000	0
Business Systems - Central Processing	1,323,046	1,387,150	1,254,227	1,213,980	1,193,500
Business Systems - User Software	240,863	289,910	152,344	157,960	130,440
Communications	388,325	342,490	422,804	329,740	416,500
City Phone Charges	390,515	317,000	155,595	78,120	111,340
Data Entry	197,046	202,080	198,343	205,910	174,230
Support Services	386,237	423,880	407,853	408,640	456,330
Hardware & Software	1,113,845	1,229,410	1,279,831	1,275,730	1,361,270
Image Processing	174,187	189,130	174,370	183,120	166,450
Information Systems - Services	(3,165,346)	(3,497,170)	(3,023,069)	(2,996,040)	(2,991,860)
<i>Total Expenditures</i>	<u>3,902,862</u>	<u>4,043,190</u>	<u>3,728,580</u>	<u>3,656,140</u>	<u>3,548,650</u>
<i>Net Operations</i>	<u>3,902,862</u>	<u>4,043,190</u>	<u>3,728,580</u>	<u>3,656,140</u>	<u>3,548,650</u>

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The ***Treasury Department's*** primary responsibilities are financial stewardship; co-ordination of City budget preparation; collection of taxes and other revenues; disbursement of funds; provision of financial advice and assistance to Council; and provision support services to the City's operating departments. These tasks are divided between five areas within Treasury - Administration, Budgets, Accounting, Revenue, Purchasing and Internal Controls.

The Office of the Treasurer/ Administrative Services Division

The Office of the Treasurer provides overall direction to the Treasury Department in meeting the statutory obligations of the Treasurer, and the other functions noted above. Advice and assistance is provided to Council and other City departments as requested. The Administrative Services Division provides support services for the Department.

The Budget Division

The Budget Division develops financial policies and provides financial support and advice to the Corporation. The preparation and budget performance of the City's current and capital budgets is co-ordinated and monitored by staff in this area in conjunction with accounting staff. Responsibilities also include the monitoring and maintenance of cash management and investment policies, the collection of all government subsidies, and special studies as assigned.

The Accounting Division

The Accounting Division maintains and administers the payroll, accounts payable, pensions, employee benefit functions and financial records of the Corporation. Specific duties within this section include the preparation of the annual financial reports, production of monthly financial reports for City departments and the provision of advice to City departments.

The Revenue Division

The Revenue Division is responsible for the administration and control of the billing and collection of all Realty and Business Taxes, Non Metered Water, Local Improvements and Special Charges for the City, Region, Education Boards and Business Improvement Areas, as well as the billing and collection of Accounts Receivable, Rents, and Loans Programs.

TREASURY DEPARTMENT

The Purchasing Division

The Purchasing Division furnishes centralized purchasing for the acquisition of goods and services for all City and Regional Departments and Boards. This program provides for the acquisition of goods and services to achieve the best value after taking price, quality and service into consideration.

The Internal Control Division

The Internal Control Division supports City management in the maintenance of internal controls, reporting administratively to Treasury.

Treasury Department's Human Resources

1.0 Requirement

The Treasury Department has a current staff complement of 65 employees. There are three less full-time positions in 1997 than 1995, representing a 4.4% reduction.

1.1 Departmental Distribution

Division	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administration	8		8		8	
Budget	3		3		3	
Accounting	19		18		17	
Revenue	22	3	22	3	22	3
Purchasing	12		12		11	
Internal Control	1		1		1	
TOTAL	65	3	64	3	62	3

1996 Budget Highlights

The 1996 Budget as approved reflected a gross expenditure budget increase of \$208,500 or 6.1% over 1995. The majority of this increase (\$190,000) is attributable to the transfer in 1996 of Tax Collection Fees from the Financial Accounts into the Treasury Department.

Revenue reflected a \$62,340 decrease or 16.3% over 1995. Reduced revenue from Tax Certificates and Local Improvement Inquiries/Subdivision Compliance Letters were the contributing factors for this decrease.

TREASURY DEPARTMENT

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$3,421,220	\$3,629,720	\$208,500	6.1%
Net	\$3,039,620	\$3,310,460	\$270,840	8.9%

1997 Budget Highlights

The 1997 Budget as approved reflected a gross expenditure budget decrease of \$14,700 or 0.4% over 1996. This marginal decrease is shared equally between the Finance Division and the Purchasing Division operations.

Revenue reflected an increase of \$94,370 or 30% over 1996 levels. Increased revenue from Tax Certificates and Local Improvement Inquiries/Subdivision Compliance Letters were the contributing factors for this increase. Also, the number of Tax Registrations has increased combined with a fee increase to better recover the costs of registering properties for tax sale.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$3,629,720	\$3,615,020	(\$14,700)	(0.4%)
Net	\$3,310,460	\$3,201,390	(\$109,070)	(3.3%)

TREASURY DEPARTMENT

Departmental Initiatives - Program Specific

It is planned that 1997 will see the implementation of a Point-of-Sale System. This system is an automated receipt tracking system that will be integrated with the existing tax and parking violation systems. With the projected implementation of this system, during budget considerations a staff position was deleted to reflect the projected savings.

The operational plans included the continuation of operational re-engineering to increase effectiveness and efficiencies, and the progressive updating of existing systems to meet the increased service demands of the public and various civic departments.

Specific for 1997 are continued organizational review and restructuring, implementation of current value assessment including the necessary revisions to the property tax system, implementation of revised business and realty tax collection procedures, the presentation of a Shared Services proposal to the Region of Hamilton-Wentworth for the provision of specific financial functions by the City.

THE CORPORATION OF THE CITY OF HAMILTON
1995-1997 COMPARATIVE STATEMENT OF ESTIMATES
- TREASURY -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
<i>Expenditures</i>					
<i><u>Finance Division</u></i>					
Administration	399,614	420,930	470,646	458,740	487,610
Stenographic	192,182	191,520	194,758	194,140	195,030
Budgets, Subsidies & Cash Mgmt.	206,064	206,680	164,377	206,660	200,370
Payroll	199,750	209,230	200,092	218,670	207,110
Pensions	92,698	92,870	94,536	94,280	33,450
Accounts Payable	250,021	256,860	194,745	243,600	207,330
Accounting	290,463	359,070	292,136	360,210	357,400
Tax Administration and Banking*	496,572	469,470	796,542	810,360	822,920
Taxation	770,005	757,440	717,066	640,060	712,990
Internal Control	<u>54,251</u>	<u>80,780</u>	<u>88,555</u>	<u>85,910</u>	<u>80,960</u>
	<u>2,951,620</u>	<u>3,044,850</u>	<u>3,213,453</u>	<u>3,312,630</u>	<u>3,305,170</u>
<i><u>Purchasing Division</u></i>					
Administration	128,498	228,230	182,179	168,320	160,960
Stores	<u>147,174</u>	<u>148,140</u>	<u>146,212</u>	<u>148,770</u>	<u>148,890</u>
	<u>275,672</u>	<u>376,370</u>	<u>328,391</u>	<u>317,090</u>	<u>309,850</u>
Total Expenditures	<u>3,227,292</u>	<u>3,421,220</u>	<u>3,541,844</u>	<u>3,629,720</u>	<u>3,615,020</u>
<i>Revenues</i>					
<i><u>Finance Division</u></i>					
Sundry Revenues	241,548	262,380	267,803	202,360	249,630
Taxation	<u>62,140</u>	<u>101,720</u>	<u>82,413</u>	<u>98,900</u>	<u>146,000</u>
Total Finance Revenues	<u>303,688</u>	<u>364,100</u>	<u>350,216</u>	<u>301,260</u>	<u>395,630</u>
<i><u>Purchasing Division</u></i>					
Tender/Proposal Processing Fee	<u>25,244</u>	<u>17,500</u>	<u>13,326</u>	<u>18,000</u>	<u>18,000</u>
Total Purchasing Revenues	<u>25,244</u>	<u>17,500</u>	<u>13,326</u>	<u>18,000</u>	<u>18,000</u>
Total Revenues	<u>328,932</u>	<u>381,600</u>	<u>363,542</u>	<u>319,260</u>	<u>413,630</u>
Net Operations	2,898,360	3,039,620	3,178,302	3,310,460	3,201,390

* Tax Administration and Banking and Taxation were restructured in 1996 from the former Sundry Revenues and Taxation Divisions. Expenditure amounts have not been restated prior to 1996.

The ***Hamilton Public Library*** provides public library services to the residents of the City of Hamilton. The mission of the Library Board is "*to serve the citizens of hamilton by providing a comprehensive and efficient public library service*".

The Central library, nine branches, two bookmobiles and a visiting library service provide Hamilton residents with more than 1,000,000 items which includes books in 23 languages, magazines, talking books, compact discs, microfiche, audio and video cassettes and on-line resources. Library facilities are available to the public for art displays, community presentations, meetings and children's and adult programs.

The Library is organized into three divisions - Administration and Support Services, Technical Services and Public Service.

Administration and Support Services Division

The Administration and Support Services division provides Library Boards support, managerial direction, funding for maintenance, security and facility leasing, capital and current budget preparation, human resources and community relations and library automated system support.

Technical Services Division

The Technical Services division acquires and processes library materials and creates and maintains the bibliographic data base.

Public Service Division

The Public Service division consists of the central library, branches and bookmobile / visiting library service. It circulates material, retrieves overdue items, responds to information queries, develops and maintains collections, provides programs, tours and outreach services.

Hamilton Public Library Human Resources

1.0 Complement

The Hamilton Public Library has a current staff complement of 186.5 FTE's (167 full time and 19.5 part time). The employee complement was reduced in 1996 by 6.5 FTE's (5 full time and 1.5 part time). The employee complement was further reduced in 1997 by another 2 full time FTE's.

HAMILTON PUBLIC LIBRARY

HAMILTON PUBLIC LIBRARY

1.1 Departmental Distribution

Division	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administration and Support Services	24	2	23	2	22	2
Technical Services	25	1.5	18	.5	18	.5
Public Service	125	17.5	128	17	127	17
TOTAL	174	21	169	19.5	167	19.5

1996 Budget Highlights

Savings were achieved through a reduction of support positions, a management retirement, reduced service between Christmas and New Year's and other efficiencies.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$16,407,150	\$16,074,870	(\$332,280)	(2.0%)
Net - Municipal Contribution	\$14,875,640	\$14,746,270	(\$129,430)	(0.9%)

1997 Budget Highlights

Savings will be achieved through efficiencies (e.g. use of less call-in staff, increased use of the automated calling system and reduced postage costs), a reduced service level between Christmas and New Year's, the loss of two positions and the cessation of the Information Express service. increase in expenses relates mainly to employee benefits and an additional responsibility for notification of tax appeals as a result of Legislative changes.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$16,074,870	\$15,690,820	(\$384,050)	(2.4%)
Net - Municipal Contribution	\$14,746,270	\$14,637,220	(\$109,050)	(0.7%)

1996 Service Highlights

There was acceptance by the Library Board of the Central Library Service Review model. Changes which will make it easier for customers to find material that will be phased in over the next three years.

A bequest in the amount of \$350,000 was given to the Library by the estate of the late Edward and Connie Dowler.

The Library was a key participant in the formation and initiatives of the following partnerships: the Hamilton-Wentworth Information Network, the Hamilton-Wentworth Business Information Network and the Parenting Information Collections project.

The Library purchased the "Kids Catalog" product and customized it to become a catalog especially for Canadian Children. Colourful icons and maps make it easy for even the youngest child to use.

Public response was enthusiastic and immediate to the pilot project of a circulating collection of CD-ROM information resources.

The Library joined the Internet world by creating its own web site. The site includes catalog access, information on library services and a collection of selected community and Internet links. Internet access to historical information about more than 60 Hamilton parks was made available thanks to a SchoolNet Digital Project grant from Industry Canada.

A restructuring of the Technical Services Division permitted three staff to be transferred to public service work at the branches.

1997 Service Highlights

The initial recommendations of the Central Library Service Review will be implemented.

Access to the library catalog from home, school or office will become a reality through the library's web site. Customers will be able to access all the features currently available to them in the library.

A new permanent endowment fund will support and enhance library services.

The Westdale branch will be renovated. Plans for renovations to the Barton branch will begin.

Information resource CD-ROMS will circulate at all locations.

The Electronic Library will expand from 350 on-line magazines and

HAMILTON PUBLIC LIBRARY

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indexes to more than 650 titles. More resources in electronic formats and selected Internet links will be added.

Through the KidsConnect@The Library project funded by corporate sponsors and community grants, children with limited access to computers will be able to access the world using multimedia computer stations at many library locations.

**THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- HAMILTON PUBLIC LIBRARY -**

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
<i>Expenditures</i>					
Central Library	11,951,549	11,740,950	11,170,872	11,351,530	10,978,800
Branch Libraries	4,436,374	4,616,860	4,719,155	4,685,390	4,674,670
Library Services	41,691	49,340	41,905	37,950	37,350
Grant Programs	<u>390,866</u>	<u>0</u>	<u>438,617</u>	<u>0</u>	<u>0</u>
<i>Total Expenditures</i>	<u>16,820,480</u>	<u>16,407,150</u>	<u>16,370,549</u>	<u>16,074,870</u>	<u>15,690,820</u>
<i>Revenues</i>					
Municipal Contribution	14,670,115	14,875,640	14,607,092	14,746,270	14,637,220
Add: Unexpected Municipal Contribution *	205,525	0	111,248		
Central Library - Other	1,464,764	1,443,980	1,124,820	1,241,070	972,010
Branch Libraries	17,487	7,080	13,317	7,080	5,220
Library Services	72,382	80,450	75,985	80,450	76,370
Grant Programs	<u>390,207</u>	<u>0</u>	<u>438,087</u>	<u>0</u>	<u>0</u>
<i>Total Revenues</i>	<u>16,820,480</u>	<u>16,407,150</u>	<u>16,370,549</u>	<u>16,074,870</u>	<u>15,690,820</u>
* Transferred to Reserve for Capital Projects - Library					

The ***Hamilton Parking Authority's*** mission in accordance with the Parking Authority's Board of Management policies, is to proactively plan, develop, and manage parking for the citizens of Hamilton, in co-operation with community and business in an environmentally and fiscally responsible manner; and to provide the highest quality of parking service, served by a friendly efficient staff, in a clean, and inviting environment.

The Parking Authority of the City of Hamilton maintains, operates and manages, on behalf of the City, all Municipal parking stalls, both at street meters and in Municipal Carparks. Independent of any outside funding, the Authority is required to generate sufficient funds to totally support all of its programmes.

These tasks are divided into three functional divisions - administration, customer service and operations.

The Administration Division

The Administration Division provides managerial directions, administration, capital and current budget preparation, public relations and service.

The Customer Service Division

The Customer Service Division provides clerical support and public relations in the administration of the Parking Management System.

The Operations Division

The Operations Division is responsible for the day-to-day operation of 58 Municipal Carparks plus on-street meters. It is responsible for building and facility maintenance and cashiering functions including but not limited to maintenance and service of revenue control equipment, collection of revenue, landscaping and snow removal.

Parking Authority's Human Resources

1.0 Complement

The Parking Authority has a current staff complement of 36.5 employees. This represents three less employee positions in 1997 than 1995.

HAMILTON PARKING AUTHORITY

HAMILTON PARKING AUTHORITY

1.1 Departmental Distribution

Section	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administrative	3		3		3	
Customer Service	3		3		3	
Operations	33	.5	33	.5	30	.5
TOTAL	39	.5	39	.5	36	.5

1996 Budget Highlights

The 1996 Budget as approved reflects a gross expenditure budget decrease, before debt charges, of \$593,820 or 12.8% under 1995. The main contributing factors include expenditure reductions in several Permanent Facilities locations (e.g. York Boulevard Parkade - security and maintenance costs, John and Rebecca, and Queen and Hess), as well as reductions to maintenance costs in the Convention Centre Garage.

Revenues reflect a decrease of \$123,060 or 2.7% primarily due to decreased revenues at various Permanent Facilities.

On a net basis, before debt charges, the Parking Authority budget reflects a turnaround in operations from a net deficit position to a surplus position, however when debt charges are taken into account, the operations are still in a deficit position.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross Expenditures	\$4,633,110	\$4,039,290	(\$593,820)	(12.8%)
Revenues	\$4,568,120	\$4,445,060	(\$123,060)	(2.7%)
Net Before Debt Charges	(\$64,990)	\$405,770	\$470,760	724.4%
Debt Charges	\$1,090,750	\$1,092,070	\$1,320	(0.1%)
Net Deficit *	(\$1,155,740)	(\$686,300)	\$469,440	40.6%

* transferred to Reserve for Off-Street Parking

1997 Budget Highlights

The 1997 Budget as approved reflects a negligible gross expenditure

budget increase of \$7,640 or 0.3% over 1996.

Revenues reflect a decrease of \$138,490 or 3.1% primarily due anticipated reductions in Convention Centre Garage revenues due to free parking initiatives.

On a net basis, before debt charges, the Parking Authority budget represents a decrease of \$166,510 or 41.0% over 1996. After consideration of debt charges, the Parking Authority budget reflects a net deficit of \$971,270, an increase of 41.5%.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross Expenditures	\$4,039,290	\$4,067,310	\$7,640	0.3%
Revenues	\$4,445,060	\$4,306,570	(\$138,490)	(3.1%)
Net Before Debt Charges	\$405,770	\$239,260	(\$166,510)	(41.0%)
Debt Charges	\$1,092,070	\$1,210,530	\$118,460	10.8%
Net Deficit *	(\$686,300)	(\$971,270)	(\$284,970)	(41.5%)

* transferred to Reserve for Off-Street Parking

Departmental Initiatives - Program Specific

The Parking Authority's priorities for 1997 are:

- Implementation of the 1996 "Business Plan". The closing of uneconomical carparks and redistribute the saved funds, and further to channel funds from any carpark sales back into the Reserve for Off-Street Parking in order to permit future acquisitions.
- Conversion of the Eaton Centre Parkade and the Convention Centre Garage into "Pay-on-Foot" systems.
- Converting one major Carpark over to machine-driven revenue control formats.
- To continue to purchase operationally-sound carpark locations as it has in 1995 and 1996 (e.g. Carpark #5, opening of Victoria Avenue).
- Work out goodwill and marketing plans with all City BIA's which will incorporate parking programmes where possible; and to this end, to coordinate Parking Authority actions and goals with those of the Traffic Department.

HAMILTON PARKING AUTHORITY

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THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- PARKING AUTHORITY -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures					
Administration	910,846	871,080	932,934	910,180	902,040
Permanent Facilities	2,079,755	2,312,360	1,978,450	1,901,900	1,930,850
Urban Renewal Lot	18,947	18,710	18,973	17,970	18,240
Underground Garage	1,350,718	1,380,960	1,076,850	1,149,240	1,156,180
On-Street Parking Facilities	96,703	50,000	53,779	60,000	60,000
Total Expenditures	4,456,969	4,633,110	4,060,986	4,039,290	4,067,310
Revenues					
Administration	211,514	195,150	98,489	172,000	172,000
Permanent Facilities	1,987,683	2,146,770	1,808,926	2,057,970	2,041,480
Urban Renewal Lot	39,240	41,200	34,273	40,090	40,090
Underground Garage	1,069,610	1,200,000	1,047,892	1,200,000	1,108,000
On-Street Parking Facilities	942,848	985,000	915,772	975,000	945,000
Total Revenues	4,250,895	4,568,120	3,905,352	4,445,060	4,306,570
Surplus / Deficit Before Debt Charges	(206,074)	(64,990)	(155,634)	405,770	239,260
Debt Charges	(1,092,068)	(1,090,750)	(1,120,800)	(1,092,070)	(1,210,530)
Net Operations *	(1,298,142)	(1,155,740)	(1,276,434)	(686,300)	(971,270)

* transferred to Reserve for Off-Street Parking

The ***Hamilton Entertainment and Convention Facilities Inc.*** maintains, operates and manages the Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum on behalf of the City of Hamilton. It strives to positively impact the economic health of the area through the increased use of hotels, restaurants, retail shops and services by using the three facilities as the catalyst to retain local spending and attract people from outside the Region. H.E.C.F.I. maximizes the use of the three facilities while providing programming that reflects local interests and contributes to the quality of life. It also fosters local pride and enhances the City's reputation and image.

H.E.C.F.I. is organized into four functional departments with the following areas of responsibility:

The Office of the CEO and Board

The Office of the CEO and Board provides direction to the departments / divisions of H.E.C.F.I., as well as administrative support to the Board of Directors. This Department is also responsible for entertainment, marketing and sales.

The Finance and Administration Department

The Finance and Administration Department has three divisions - finance, administration and box office.

The Finance Division

The Finance Division provides an advisory role and accounting services including internal controls, financial statements, budgeting and financial reporting for all H.E.C.F.I. departments and co-ordinates insurance for the Corporation.

The Administration Division

The Administration Division provides an advisory, support role for all H.E.C.F.I. departments for human resources management, in addition to co-ordinating legal claims for the Corporation. This Division is also responsible for the overall administration of the finance and box office divisions.

The Box Office Division

The Box Office Division in conjunction with Ticketmaster Inc. provides ticketing services for all facilities.

The Operations/Events Delivery Department

The Operations / Events Delivery Department is organized into five functions - departmental administration, food and beverage, events delivery, building operations and client services.

H.E.C.F.I.

H.E.C.F.I.

The Departmental Administration Division

The Departmental Administration Division is responsible for the overall administration of the department.

The Food and Beverage Division

The Food and Beverage Division oversees quality food service and delivery, primarily at the Hamilton Convention Centre for various banquets, conventions, and special events.

The Events Delivery Division

The Events Delivery Division is responsible for all aspects of event setup / staging including staffing requirements, lighting, sound, etc.

The Building Operations Division

The Building Operations Division is responsible for plant and building maintenance and operations of all three facilities.

The Client Services Division

The Client Services Division is responsible for the finalization and co-ordination of event requirements with clients up to and including invoicing the client.

The Marketing / Sales Department

The Marketing / Sales Department has four divisions - departmental administration, entertainment, hospitality/sales, and promotions/public relations.

The Departmental Administration Division

The Departmental Administration Division is responsible for the overall administration of the department.

The Entertainment Division

The Entertainment Division programs the H.E.C.F.I. facilities in a balanced manner that reflects the tastes of the community, and liaises with promoters and producers currently using H.E.C.F.I. facilities to ensure their return.

The Hospitality / Sales Division

The Hospitality / Sales Division retains the existing client base which currently utilizes H.E.C.F.I. facilities, while pursuing new "outside" sales opportunities, particularly large scale conventions, trade shows and corporate meetings, with the emphasis on education, medical, religious, union, professional and non-profit sectors.

The Promotions / Public Relations Division

The Promotions / Public Relations Division creates awareness of H.E.C.F.I. activities and events in all priority audiences including the public at large, trade and local media and clients. They are also responsible to aggressively cultivate a positive image for H.E.C.F.I. programs and events in the City of Hamilton.

H.E.C.F.I.'s Human Resources

1.0 Complement

H.E.C.F.I. has a current staff complement of 60 employees. The employee complement is four less than in 1995 and 24 less than in 1990. In addition, H.E.C.F.I. also has approximately 735 part-time employees which consist primarily of casual labour called in as needed to cover event requirements.

1.1 Departmental Distribution

Section	1995 Employees (FTE)	1996 Employees (FTE)	1997 Employees (FTE)
	FT	FT	FT
Administrative	3	3	3
Legislative	16	16	16
Licensing	32	29	29
City Council Support	13	12	12
TOTAL	64	60	60

1996 Budget Highlights

The 1996 Budget reflects a \$523,860 increase in revenues, or 8.5%, over 1995 as a result of anticipated increases in event recoveries. There is a \$23,860 decrease, or 1.0%, in the required 1996 municipal contribution from 1995 levels.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$8,584,630	\$9,084,630	\$500,000	5.8%
Net - Municipal Contribution	\$2,426,150	\$2,402,290	(\$23,860)	(1.0%)

1997 Budget Highlights

The 1997 Budget reflects a \$440,790 increase in revenues over 1996, or 6.6%, as a result of anticipated increases in activity levels. This has translated into a \$50,000 or 2.1% decrease in the required 1997 municipal contribution from 1996 levels.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$9,084,630	\$9,475,420	\$390,790	4.3%
Net - Municipal Contribution	\$2,402,290	\$2,352,290	(\$50,000)	(2.1%)

H.E.C.F.I.

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Departmental Initiatives - Program Specific

The Management will continue to pursue further restructuring and re-engineering of processes and procedures and will seek to enhance revenue potential by targeting concert activity.

THE CORPORATION OF THE CITY OF HAMILTON 1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES - HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
<i>Expenditures</i>					
Administration	294,539	269,380	288,618	282,710	286,800
Food and Beverage	1,933,134	1,771,400	1,870,546	1,736,770	1,929,600
Event Delivery	2,727,442	2,183,720	2,837,614	2,445,300	2,724,740
Building Operations	1,568,089	1,468,020	1,362,064	1,550,830	1,562,920
Marketing and Promotion	1,284,042	1,300,720	1,289,718	1,446,420	1,349,190
Administration-CEO/Board	420,444	448,660	425,353	450,310	463,130
Finance & Administration	1,389,051	1,142,730	1,147,994	1,172,290	1,159,040
<i>Total Expenditures</i>	9,616,741	8,584,630	9,221,907	9,084,630	9,475,420
<i>Revenues</i>					
Municipal Contribution	2,125,347	2,426,150	2,353,065	2,402,290	2,352,290
Unexpended Municipal Contribution*	300,803	0	32,305	0	0
Rentals, Licence Fees & Show Revenue	1,890,617	1,689,770	1,183,408	1,708,230	1,296,720
Other Rentals	457,682	507,330	434,282	453,430	529,130
Food, Beverage & Concessions	2,126,392	1,886,020	2,155,179	1,955,520	2,378,510
Recoveries	2,029,902	1,489,700	2,344,324	1,933,690	2,279,580
Other Revenues	685,998	585,660	719,344	631,470	639,190
<i>Total Revenues</i>	9,616,741	8,584,630	9,221,907	9,084,630	9,475,420

* transferred to Reserve for Capital Projects - H.E.C.F.I.

The ***Public Works and Traffic Department's*** priorities are to provide diverse hard essential services to the citizens of Hamilton by maintaining open and safe roads; safe and attractive parks and greenspaces; and effective public sector burial services.

The Public Works and Traffic Department is organized into six (6) functional divisions - administration, cemetery, fleet services, parks, streets and sanitation and traffic. The duties and responsibilities of each division are outlined below.

The Administration Division

The Administration Section provides managerial direction, co-ordination of submissions for current and capital budgets, co-ordination of departmental labour relations activities, administrative, project co-ordination and support, clerical/accounting and budgetary support for the department and provides claims handling for all City departments.

The Cemetery Division

The Cemetery Section oversees the total administration and maintenance of 15 cemeteries covering 600 acres; conducts an average of 1,200 burials annually in accordance with the guidelines and standards regulated by the Cemetery Act and By-laws.

The Fleet Services Division

The Fleet Services Section maintains all City vehicles/equipment and outside services with in-house welding, fabricating, machinist and body shop services. The section is also responsible for the purchase and disposal of vehicles/equipment, maintenance of historical data, and providing administrative services, in addition to administering driver safety / training to staff to ensure safe operation of City equipment and personal well being.

The Parks Division

The Parks Section designs, develops, maintains and manages 196 City parks, the open space and the Waterfront for the entire City. It also operates and maintains various sports parks, in addition to improving and maintaining the image of the City through beautification of older neighbourhoods in the City and various City-owned gardens, floral beds and trees on City land/parks.

The Streets and Sanitation Division

In an effort to keep the streets safe and environmentally clean the Streets and Sanitation Section maintains local roads, sidewalks, catchbasins; provides snow

PUBLIC WORKS AND TRAFFIC DEPARTMENT

control and street cleaning operations; noxious weed control; provides collection of domestic waste and bulk waste. It also improves and maintains the image of the City through beautification of various traffic islands, floral beds and trees on City and Regional Roads.

The Traffic Division

The purpose of this division (formerly the Traffic Dept.) is to ensure the safe and efficient movement of vehicular and pedestrian traffic within the Region. These tasks are organized into the three sections - administration, community services, operations and engineering.

The Administration Section

This Section provides stenographic, clerical, payroll and accounting support for the division. It also receives and answers inquiries/complaints and issues on-street parking permits.

The Community Services Section

This section consists of the following three sub-sections:

School Crossing Guards - This sub-section provides school crossing guard services to the Area Municipalities of Hamilton, Dundas, Ancaster and Flamborough. It also conducts technical studies, investigates requests for changes to parking regulations, intersection control and various signing and acts as a liaison to the school boards respecting traffic safety.

Legislative - This sub-section maintains City and Regional Traffic By-laws, the Private and Municipal Property By-law, the Parking Authority By-law, and the Noise Control and Fire Route By-law. They investigate and report to City and Regional Committees respecting requests for changes to parking and traffic regulations, as well as administering the time limit exemption and permit parking programs. The sub-section also designs and approves driveway accesses and approaches and the preparation, approval and administration of boulevard parking agreements.

Parking Control - This sub-section provides parking enforcement of all on- and off-street parking regulations in the City; recommends and approves signing of private properties for enforcement purposes and provides towing services for abandoned vehicles on roadways and private property. In addition, this sub-section operates the City's "First Attendance Facility" which administers pre-trial judicial hearings before proceeding to Court, and Court prosecution of all parking infraction notices issued by staff and by the Police.

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The Operations and Engineering Section

The Operations and Engineering Section tasks are divided between three sub-sections - installation and maintenance, design and engineering and planning.

Installation and Maintenance - This sub-section installs and maintains traffic signs, traffic signals and pavement markings for City and Regional Municipalities and non-profit customers, in addition to manufacturing signs.

Design and Engineering - This sub-section is responsible for the outside operations; the preparation of conceptual plans, engineering design and traffic signals; pavement markings and roadway signing. They also conduct traffic safety investigations and assessments and approve road occupancy permits.

Planning - This sub-section maintains and analyses records of all motor vehicle collision reports occurring within the Region. They collect and analyze all manual and automated traffic counts and studies within the City and Regional roads, in addition to conducting detailed technical traffic analysis of development and policy proposals.

Public Works and Traffic Department's Human Resources

1.0 Requirement

The Public Works and Traffic Department has a current staff complement of 931 employees. This represents a decrease of 19 permanent positions along with other seasonal or part-time employees over the period 1995 to 1997.

1.1 Departmental Distribution

Division	1995 Employees (FTE)			1996 Employees (FTE)			1997 Employees (FTE)		
	FT	PT	Summer	FT	PT	Summer	FT	PT	Summer
Cemeteries	41		30	38		29	38		29
Fleet Services	42			40			40		
Parks	178	100*	76	170		66	170		66
Streets	326		71	324		71	324		71
Traffic	130	59.7	4.8	126	60	5.1	126	62.8	4.4
TOTAL	717	159.7	181.8	698	60	171.1	698	62.8	170.4

* P/T students at Ivor Wynn Stadium - moved to Culture & Recreation

Departmental Highlights

The 1997 Budget identifies net expenditures (after recoveries) of \$36,469,320

PUBLIC WORKS AND TRAFFIC DEPARTMENT

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which shows a reduction of just over \$2 million since 1995. The 1997 revenues are estimated at \$6,941,750 which are down slightly over the period from 1995. The Department is also responsible for Streets Services and Traffic Services to the Regional Municipality of Hamilton-Wentworth. In 1997, the Region's requirement for Streets Services has decreased over \$1.0 M or 16.1% to \$5.4M. On the other hand the Region's requirement for Traffic Services has increased by 18.5% or \$500,000 over 1995. It should be noted that the Departments' staff complement listed prior includes employees responsible for Regional services.

Finally, it should be noted that the primary function and focus of expenditures of the Department is direct services to the public. Less than 5% of the budget is allocated to administrative support.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Net Expenditures*	\$38,517,010	\$37,350,580	(\$1,166,430)	(3.0%)
Net Operations**	\$31,521,340	\$30,817,120	(\$704,220)	(2.2%)

* net of recoveries

** net of revenues

PUBLIC WORKS AND TRAFFIC DEPARTMENT

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Net Expenditures*	\$37,350,580	\$36,469,320	(\$881,260)	(2.4%)
Net Operations**	\$30,817,120	\$29,527,570	(\$1,289,550)	(4.2%)

Departmental Initiatives - Program Specific

Priorities address the operational plans that include the on-going efforts to control costs and downsize staff. This attempts to ensure operating costs are competitive with the private sector while still maintaining effective and accountable service levels to the standards that City Council expects. This strategy has been reflected in the Sanitation Budget since 1995.

The Department continues its continuous improvement strategies of maintaining services while cutting costs. Staff will continue to actively seek additional funding from outside sources and the capital budget to supplement current budget needs for field/labour staffing and materials. The concept related to our successful concrete crushing project (eg: re-cycling our own waste to produce a product that is useful) is being applied to other activities in the Department.

THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- STREETS AND SANITATION DIVISION -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures - Streets & Sanitation					
Administration	1,430,720	1,307,130	1,309,001	1,315,660	1,321,060
Operations & Training	125,170	110,850	66,032	90,850	66,790
District Yard Maintenance	995,332	932,390	1,045,648	950,160	946,910
Noise Control	11,483	12,000	0	0	0
Garbage Collection	5,232,219	5,539,340	4,484,368	4,912,270	4,375,270
Roadway/Sidewalk Mtnce.	6,159,974	5,598,280	6,375,251	5,812,680	5,498,210
Winter Maintenance	3,226,299	4,092,870	3,651,972	3,995,730	3,534,170
Forestry	1,837,298	1,652,080	1,462,115	1,399,460	1,507,780
Beautification	770,777	584,320	446,422	543,260	437,610
Maintenance - Various	170,122	149,570	143,980	149,960	143,220
Special Projects	31,935	53,500	14,976	46,000	46,000
Local Roads - lighting	1,718,990	1,916,670	1,880,380	1,842,470	1,849,660
Work - Others - Gross*	1,700,591	N / A	1,212,112	N / A	956,640
- Net	(16,331)	0	50,760	0	140,000
Operating Variance	94,174	0	(142,793)	0	0
Operating - Students *			1,348,744		1,177,160
Operating - Foreman *	N / A	N / A	2,649,011	N / A	2,625,160
Operating - General *			24,144,214		17,761,700
Total Expenditures	21,788,162	21,949,000	20,788,112	21,058,500	19,866,680
Revenues - Streets & Sanitation					
Administration	434,095	470,040	469,035	458,040	420,500
Weed Cut/Snow Clear	115,385	290,000	133,498	290,000	453,050
Litter Containers	0	0	85,000	0	85,000
Roadway Tree Trimming	150,893	159,000	153,277	162,440	162,440
Driveway Approaches	0	0	0	0	120,000
Total Revenues	700,373	919,040	840,810	910,480	1,240,990
Net Operations	21,087,789	21,029,960	19,947,302	20,148,020	18,625,690

* not included in totals

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THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- PUBLIC WORKS AND TRAFFIC DEPARTMENT -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures - Parks Division					
Administration	615,791	613,000	612,532	597,250	716,920
O.P.A. Conference	0	0	67,017	0	0
Operations Training	38,991	70,370	34,382	53,870	42,640
Park Maintenance	4,699,325	4,905,330	5,421,319	5,198,530	4,971,390
Golf Charges	146,148	0	0	0	0
Forestry	181,267	251,150	233,923	238,540	234,390
Beautification	1,342,426	1,367,670	1,319,647	1,422,230	1,316,100
Development	214,567	177,610	246,338	245,360	321,170
Special Projects	29,480	33,260	109,935	33,660	29,610
Winter Ski Charges	50,838	0	0	0	0
Waterfront	82,864	72,140	91,522	73,190	72,950
Community Renewal	164,118	159,820	164,072	164,830	166,520
Work- Others -Gross*	2,807,876	N / A	3,046,364	N / A	787,410
-Net	33,247	0	(53,285)	0	0
Total Expenditures	7,599,062	7,650,350	8,247,402	8,027,460	7,871,690
Revenues - Parks Division					
Veevers Estate	0	0	72,214	0	0
O.P.A. Conference	0	0	67,017	0	0
Parks Donations	0	0	14,450	0	0
Aviary Operations	0	0	3,500	0	0
Green House	3,763	3,150	4,906	3,150	4,500
Bleacher Rentals	2,380	0	0	0	0
MUM Show	26,938	0	0	0	44,000
Total Revenues	33,081	3,150	162,087	3,150	48,500
Net Operations	7,565,981	7,647,200	8,085,315	8,024,310	7,823,190

* not included in totals

THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- PUBLIC WORKS AND TRAFFIC DEPARTMENT -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures - Traffic Division					
Administration	756,017	778,110	709,275	721,260	696,350
Design & Engineering - Gross*	512,199	565,030	527,267	562,770	550,640
- Net	175,331	211,220	184,212	213,040	199,450
Traffic By-Law Enforcement	2,289,575	2,357,090	2,208,831	2,256,720	2,292,620
Noise Control - Gross	130,393	126,890	118,767	115,420	112,520
- Net	109,177	99,890	116,498	100,420	110,120
Neighbourhood Watch	395	4,000	1,464	4,000	2,500
School Cross. Guards -Gross*	1,323,343	1,369,500	1,303,584	1,384,970	1,434,370
- Net	1,157,414	1,166,820	1,150,198	1,179,280	1,231,890
Outside Activities - Gross*	2,025,564	1,915,970	1,995,409	2,101,880	2,189,520
- Net	1,564,484	1,549,920	1,358,731	1,574,790	1,602,600
Work Done for Others - Gross*	319,127	985,910	460,795	294,720	462,430
- Net	(3,645)	(19,740)	(10,992)	(14,560)	(22,870)
Total Expenditures	6,048,748	6,147,310	5,718,217	6,034,950	6,112,660
Revenues - Traffic Division					
Administration	272,853	268,020	320,979	276,070	288,770
Traffic By-Law Enforcement	3,559,766	4,233,050	3,351,994	3,663,500	3,677,230
Front Yard / On-Street Parking	96,086	98,930	105,532	99,760	104,770
Boulevard Parking	41,183	40,420	41,232	42,430	41,560
Approach Approvals / Private Lots	5,147	6,700	5,604	6,650	5,630
Total Revenues	3,975,035	4,647,120	3,825,341	4,088,410	4,117,960
Net Operations	2,073,713	1,500,190	1,892,876	1,946,540	1,994,700

* not included in totals

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THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- PUBLIC WORKS AND TRAFFIC DEPARTMENT -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures -					
Fleet Services Division					
(incl. City Garage)					
Administration	548,024	617,800	561,650	606,310	598,500
Shop Expenditures	3,346,038	3,575,190	3,398,508	3,471,590	3,560,010
Shop Revenues	(2,705,958)	(3,506,230)	(2,754,542)	(3,452,830)	(3,553,990)
Store Revenues (City Garage)	(492,274)	(587,730)	(505,532)	(513,440)	(604,520)
Vehicles-Pool (Garage) -Gross	612,217	757,750	629,279	627,760	486,420
- Net	(176,064)	(99,030)	(148,929)	(108,830)	0
Vehicle Operations - Gross*	42,613	47,960	43,722	33,080	42,820
- Net	33,482	0	30,346	(1,080)	0
Public Works Vehicles - Gross	5,528,663	6,354,330	5,128,223	5,186,180	4,639,450
- Net	(2,072,582)	0	(1,164,097)	(325,330)	0
Traffic Vehicles -Gross*	480,747	542,760	416,913	430,010	373,420
- Net	(79,646)	0	(57,414)	(32,000)	0
Cemetery Vehicles - Gross*	169,312	176,880	172,861	156,300	158,030
- Net	(7,568)	0	5,821	(10,740)	0
Recreation Vehicles - Gross*	116,525	141,740	418,095	561,240	512,100
- Net	(29,204)	0	(172,018)	(38,080)	0
Accident Recoveries	(114,858)	0	(106,459)	0	0
Shop Rev's. - Work - Others	(363,415)	0	(346,791)	0	0
Total Expenditures	(2,114,025)	0	(1,259,457)	(404,430)	0
Revenues -					
Fleet Services Division					
(incl. City Garage)					
Shop Revenues	980	0	1,211	0	0
Total Revenues	980	0	1,211	0	0
Net Operations	(2,115,005)	0	(1,260,668)	(404,430)	0

* not included in totals

THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- PUBLIC WORKS AND TRAFFIC DEPARTMENT -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures - Cemeteries Division					
Admin. Support	611,436	624,340	617,973	622,980	611,600
Operations - Administration	485,757	788,150	475,267	703,470	715,610
Burials, Removals, etc.	534,593	446,440	507,886	430,780	430,780
Markers and Settings	46,301	43,680	49,380	42,150	22,030
Maintenance	962,894	867,740	835,215	834,720	838,270
Sale of Niches	<u>0</u>	<u>0</u>	<u>5,840</u>	<u>0</u>	<u>0</u>
Total Expenditures	<u>2,640,981</u>	<u>2,770,350</u>	<u>2,491,561</u>	<u>2,634,100</u>	<u>2,618,290</u>
Revenues - Cemeteries Division					
Administration	30,222	12,250	2,224	10,520	11,250
Burials, Markers & Mtnc	656,949	727,900	609,298	746,400	744,300
Sale of Land	252,789	326,210	277,426	369,500	375,000
Sale of Niches and Plaques	4,994	0	13,600	0	0
Crypt Sales	0	0	11,079	0	0
Care and Maintenance	320,849	320,000	360,606	355,000	380,000
Provincial Licence Fees	(10,420)	0	0	0	0
Inuit Memorial	44,640	0	0	0	0
Pre-Need Assurance Fund	<u>41,685</u>	<u>40,000</u>	<u>45,781</u>	<u>50,000</u>	<u>23,750</u>
Total Revenues	<u>1,341,708</u>	<u>1,426,360</u>	<u>1,320,014</u>	<u>1,531,420</u>	<u>1,534,300</u>
Net Operations	<u>1,299,273</u>	<u>1,343,990</u>	<u>1,171,547</u>	<u>1,102,680</u>	<u>1,083,990</u>

* not included in totals

CULTURE AND RECREATION DEPARTMENT

The ***Culture and Recreation Department*** is responsible to ensure the availability of a range of cultural and recreational services geared to the needs of Hamilton residents in accordance with City Council policies and directives.

In order to deliver these services the Department is organized into five divisions - administration, cultural, community services, arena and technical services, and outdoor sports facilities.

The Administrative Division

The Administrative Section is responsible for the permitting of all City and the Hamilton Board of Education sports fields, City recreation facilities and the Board of education gyms. They also provide customer service support for all culture and recreation inquiries at City Hall. In addition, staff coordinate budgets and provide other administrative functions in support of the Department.

The Culture Division

The Culture Division is responsible for the management and operation of the City's five museums, heritage preservation, the Hamilton-Scourge Underwater Archaeological site and the development and promotion of the arts. A significant portion of the work is related to promoting the museums through tours, events and educational programmes to the local community and as tourist destinations for out-of-town and country visitors.

The Community Services Division

The Community Services Division is responsible for the management and operation of the City's twelve recreation centres, the direct delivery of recreation programs, development and support of community recreation organizations and the facilitation of major community events and festivals. It also provides grant funding for specific recreation groups and events.

The Arenas and Technical Services Division

The Arenas and Technical Services Division is responsible for the management and operation of the City's seven indoor arenas and outdoor pools and related food services requirements, liaison with community sports organizations, maintenance of facility chattels and delivery of equipment in support of community events.

The Outdoor Sports Facilities Division

The Outdoor Sports Facilities Division is responsible for the management and operation of the City's two golf courses and ski area, Ivor Wynne and Brian Timmis Stadiums, and the various lawn bowling clubs; liaison with Parks Development staff for ongoing maintenance and development of outdoor

sports venues.

Culture & Recreation Department - Human Resources

1.0 Complement

The Culture and Recreation Department has an average annual staff complement of 712 employees, which includes part-time and seasonal staff.

1.1 Departmental Distribution

Section	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administration	8	0	11	0	10	0
Culture	24	15	23	15	25	15
Community Services	57	126	57	126	56	120
Arenas & Technical Services	48	21	46	21	54	34
Outdoor Sports	N/A	N/A	28	9	28	9
TOTAL	137	172	165	171	173	178

CULTURE AND RECREATION DEPARTMENT

1996 Budget Highlights

The 1996 Budget as approved reflects a gross expenditure budget increase of \$167,120 or 1.0% over 1995.

Revenue reflected a considerable increase of \$765,400 or 13.9% primarily due to increased revenue in the Arenas and Pools, District Centres, and at the Kings Forest Golf Course.

On a net budget basis, the 1996 Budget represents a net decrease of \$598,280 or 5.2%.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$16,915,180	\$17,082,300	\$167,120	1.0%
Net	\$11,402,210	\$10,803,930	(\$598,280)	(5.2%)

1997 Budget Highlights

The 1997 Budget as approved reflects a gross expenditure budget increase of \$962,040 or 5.6% over 1996. The main contributing factor is the Chedoke Twin pad Arena being managed by the City of Hamilton after being operated by an external organization for several years.

Revenue reflects a significant increase of \$1,237,870 or 19.7% primarily due to three factors, namely the Chedoke Twin Pad Arena, increases in the Chedoke and Kings Forest Golf Clubs' rates and fees, and the new Coach House Restaurant located at Dundurn Castle budgeted at \$241,910.

On a net budget basis, the 1997 Budget represents a net budget decrease of \$275,830 or 2.6%.

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$17,082,300	\$18,044,340	\$962,040	5.6%
Net	\$10,803,930	\$10,528,100	(\$275,830)	(2.6%)

CULTURE AND RECREATION DEPARTMENT

Departmental Initiatives - Program Specific

The priorities for 1996 included the implementation of the golf course business plan and development of a business plan for the Chedoke Ski Hill.

The Department will continue to identify core services and resource requirements required to achieve satisfactory service levels. The Department will continue to reinforce the neighbourhood service mission while acknowledging the important role in the attraction of tourists and economic development benefits to the City, principally through our five museums marketing initiative; facilitation and support of major festivals and tournament activity.

Finally, we will increase efforts to promote the arts in the City.

THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- CULTURE AND RECREATION DEPARTMENT -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures - Recreation					
Administration *	1,903,915	1,809,490	2,394,504	2,325,950	2,308,180
Special Needs, Camp Kidaca, Active Living	267,653	314,500	404,387	454,370	436,440
First Night, Events, Summer Events	448,691	425,560	337,503	329,450	335,890
Senior Citizens Centres , Sackville	586,025	594,170	623,366	599,210	595,550
Recreation Services - Community	585,696	632,230	510,190	492,790	538,590
Arenas and Pools, Outdoor Pools	2,328,909	2,640,120	3,219,002	2,637,080	3,461,230
District Centres	4,745,514	5,008,590	4,808,914	4,894,790	4,934,120
Chedoke Golf Club / Ski Hill	1,302,660	1,394,700	1,361,898	1,344,930	1,461,810
Kings Forest Golf Club	750,907	792,720	670,941	702,010	690,630
Ivor Wynne/Brian Timmis Stadiums	953,001	898,090	916,674	840,560	839,770
Tennis, Lawnbowling, etc. **	275,789	321,730	310,402	347,960	306,720
Total Expenditures	14,148,760	14,831,900	15,557,781	14,969,100	15,908,930
Revenues - Recreation					
Administration *, First Night, Events	36,333	21,000	47,904	70,280	63,280
Special Needs, Camp Kidaca, Active Living	176,751	183,270	184,264	188,430	189,700
Senior Citizens Centres, Sackville	71,237	70,040	82,205	68,940	64,440
Recreation Services - Community	39,108	55,000	47,172	55,000	40,000
Arenas and Pools, Outdoor Pools	1,465,961	1,621,660	2,195,177	1,872,080	2,647,130
District Centres	1,389,373	1,343,710	1,479,190	1,544,920	1,514,640
Chedoke Golf Club / Ski Hill	999,650	926,000	999,734	1,024,000	1,256,000
Kings Forest Golf Club	674,676	625,900	700,242	724,500	764,500
Ivor Wynne/Brian Timmis Stadiums	45,002	34,500	54,629	35,000	38,500
Tennis, Lawnbowling, etc. **	136,527	124,640	108,248	106,770	115,920
Major Park Facilities	165,844	140,000	200,311	190,000	189,700
Total Revenues	5,200,462	5,145,720	6,099,076	5,879,920	6,883,810
Net Recreation Division	8,948,298	9,686,180	9,458,705	9,089,180	9,025,120

* incl. General, Project Mgmt., Community Services, Arenas / Technical Services, Concessions, Outdoor Sports Facilities

** incl. Rowing, Nursery School, Minor Basketball, Riverdale Outreach, Community Dev., Children's Games, Hockey School

THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- CULTURE AND RECREATION DEPARTMENT -

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures - Culture					
Dundurn Castle	721,027	722,280	759,432	760,850	771,340
Hamilton Military Museum	192,924	192,380	191,600	203,110	221,340
Whitehern	226,812	226,710	213,159	230,370	228,790
Children's Museum	192,754	196,460	186,941	207,070	208,030
Steam Museum	214,920	214,870	221,532	231,120	226,750
Cultural Services	453,374	436,730	445,329	442,080	449,910
Arts Awareness	8,286	12,500	8,324	12,500	15,350
Total Expenditures	2,010,097	2,001,930	2,026,317	2,087,100	2,121,510
Revenues - Culture					
Dundurn Castle	237,558	289,600	253,206	293,250	294,700
Coach House					241,910
Hamilton Military Museum	17,443	15,800	27,677	24,050	24,100
Whitehern	9,380	10,250	15,412	12,920	12,920
Children's Museum	28,957	30,000	32,352	34,000	36,000
Steam Museum	19,176	21,600	19,712	22,650	22,800
Cultural Services	30,474	0	11,580	11,580	0
Total Revenues	342,988	367,250	359,939	398,450	632,430
Net Culture Division	1,667,109	1,634,680	1,666,378	1,688,650	1,489,080

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures - Hamilton & Scourge Project					
Total Expenditures	29,235	81,350	22,181	26,100	13,900
Net Hamilton-Scourge Project	29,235	81,350	22,181	26,100	13,900

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Net - Culture and Rec.	10,644,642	11,402,210	11,147,264	10,803,930	10,528,100

The ***Building Department*** provides a diverse range of services for virtually all aspects of building activities within the City.

The Department is responsible for enforcing Zoning By-Law 6593, the Property Standard By-Law 94-185, the Dirty Backyard By-Law 84-35 and the Ontario Building Code in order to provide and maintain through quality control, in the framework of existing legislation, minimum level of a safe, healthy and enjoyable living and working environment. The Department also administers the operation of the Municipal Non-Profit (Hamilton) Housing Corporation and various rehabilitation loans and grants programs on behalf of the Federal and Provincial governments.

The Building Department is organized into five functional divisions - administration, customer service, field services, housing and loans and committee of adjustment.

The Administration Division

The Administration Section administers the overall operation of the Building Department.

The Customer Service Division

The Customer Service Division processes building permit applications to ensure compliance with applicable regulations (e.g. The Ontario Building Code, Hamilton Zoning By-Laws). It also responds to inquiries from and provides information to the general public, contractors, developers, architects, engineers, lawyers, members of Council either by telephone or in person, regarding the interpretation of the Ontario Building Code, various Zoning and Hamilton By-Laws and building regulations. This Division also provides architectural and project management services for various City-owned building projects.

The Field Services Division

The Field Services Division conducts field inspections to ensure compliance with the approved plans, the Ontario Code, Hamilton Zoning By-Laws and other relevant By-Laws (e.g. Property Standards By-Law and the Backyard By-Law). The Section also investigates unsafe buildings and ensures that proper corrective measures are taken. When necessary, "Order To Comply" or "Stop Work Orders" are issued and legal action initiated to enforce compliance. The Trade Licence Office of this Division processes and regulates the licensing of electrical, plumbing, heating, ventilation and air-conditioning, drainlaying and building repair trades under the Regional Municipality

BUILDING DEPARTMENT

BUILDING DEPARTMENT

of Hamilton-Wentworth By-Law R88-136.

The Housing and Loans Division

The Housing Section administers the operations of the Municipal Non-Profit (Hamilton) Corporation, and the Hamilton Housing Limited utilizing Federal and Provincial funding. The Loans Section administers rehabilitation and grant programs for the Municipality and also for the Town of Dundas and Flamborough.

The Committee of Adjustment Division

The Committee of Adjustment Division processes applications for minor variances from the requirements of the Hamilton Zoning By-Law and land severance applications. This section circularizes applications, holds public meetings and co-ordinates the committee comprised of elected officials and citizens.

Building Department Human Resources

1.0 Complement

The Building Department has a 1997 complement of 75.5 employees, which level represents a 9.6% reduction or 8 FTE's from that of 1995. The current complement level was marginally increased in 1997 to cope with the increased construction activities.

1.1 Departmental Distribution

Section	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administration	5		5		5	
Customer Service	30		26		27	
Field Service	38.5		35.5		36	
Housing and Loans	8		5		5	
Committee of Adjustment	2		2		2.5	
TOTAL	83.5		73.5		75.5	

1996 Budget Highlights

The 1996 gross budget was approved at 1.2% below the 1995 level. The reduced revenue projections together with the Council approved base adjustments attributed to the 11% increase in the 1996 net budget. However, favourable interest rates and economic environments continued to bolster construction and real estate activities. The total

year-end revenues was 21% or \$452,230 over budget. Surplus revenues mainly came from accrued building permit fees associated with the downtown Provincial Courthouse, and various capital projects from the local steel industries. Our strategic expenditure control efforts and continuing improvement initiatives resulted in a material \$148,740 expenditure savings or 3.3% below budget. A favourable expenditure variance coupled with surplus year-end revenues resulted in a significant favourable net position in the amount of \$600,970 or 25.5% below budget.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$4,595,570	\$4,539,600	(\$55,970)	(1.2%)
Net	\$2,151,820	\$2,388,240	\$236,420	11.0%

1997 Budget Highlights

The 1997 Budget as approved reflects a gross budget increase of 3.1%, albeit a 5.9% decrease in the net budget over the 1996 levels. The marginal increase in the gross budget is mainly attributable to the addition of 2.5 FTE's to accommodate the increased building permits-related workload, the administration of the Mobile Sign By-Law, and the processing of land severance applications. Total revenues are expected to increase \$284,970 or 13.2%, reflecting higher building permit revenues, and new revenues generated by the Mobile Sign By-Law and land severance applications.

BUILDING DEPARTMENT

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$4,539,600	\$4,684,100	\$144,500	3.2%
Net	\$2,388,240	\$2,247,770	(\$140,470)	(5.9%)

Departmental Initiatives - Program Specific

The final stage of our restructuring plan approved by City Council will be completed in fiscal 1997 as planned. The added synergies resulting from the amalgamation of Architectural Services and Land Division Committee permits the Building Department to realize operational savings from the added human resources and expertise.

We have embarked on the implementation of the "Permit Tracking System" to streamline the processing of building permits, zoning verifications, Committee of Adjustment applications, and construction and property standard inspections. The tracking system is scheduled to

be on-line by the end of 1997. We continue to seek opportunities in other continuing improvement initiatives to improve efficiency, effectiveness and economy of operations.

**THE CORPORATION OF THE CITY OF HAMILTON
1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES
- BUILDING DEPARTMENT -**

DESCRIPTION	1995 Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures					
Administration	660,734	737,890	721,808	833,380	914,510
Engineering, Zoning, Architectural & Counter Services	1,245,614	1,498,010	1,439,416	1,519,770	1,541,370
Inspection Services	2,097,163	2,131,950	1,949,916	2,074,740	2,110,960
Loan Services	229,272	227,720	235,004	111,710	117,260
Trade Licence Function *	149,594	158,680	148,271	159,810	158,920
Total Expenditures	4,232,783	4,595,570	4,346,144	4,539,600	4,684,100
* not included in totals					
Revenues					
Administration	13,712	9,500	13,570	9,500	9,500
Engineering, Zoning, Architectural & Counter Services	1,864,013	2,271,750	2,403,457	1,979,360	2,064,330
Inspection Services	0	0	0	0	200,000
Loan Services	65,146	62,500	61,512	62,500	62,500
Trade Licence Function	119,690	100,000	121,799	100,000	100,000
Total Revenues	2,062,561	2,443,750	2,600,338	2,151,360	2,436,330
Net Operations	2,170,222	2,151,820	1,745,806	2,388,240	2,247,770

In 1995 the City established its own ***Planning and Development Department***, previously planning services were purchased from the Region.

The ***Planning and Development Department's*** mission is "to create with the Hamilton community a vibrant, healthy and attractive City through planning today for tomorrow".

The Department provides a diverse range of services for virtually all aspects of land development within the City. The eight functions in the Department are - administration, development, urban design, heritage, neighbourhood planning, policy planning and the Official Plan, technical and cartographic and public information.

The Administration Function

The Administration actively provides managerial direction for the Department, administrative and clerical support for the Department as a whole.

The Development Function

The Development activity reviews and processes development applications (e.g. zoning, site plans), makes appropriate recommendations and undertakes research on development related issues.

The Urban Design Function

The Urban Design activity ensures a high standard of design for development proposals and integration with the existing urban fabric of the community.

The Heritage Function

The Heritage activity encourages heritage preservation through building designations, the establishment of heritage districts and identification of buildings of architectural and historical significance.

The Neighbourhood Planning Function

The Neighbourhood Planning function directs new growth opportunities and enlivens the City's established areas through the preparation and implementation of Neighbourhood Plans.

PLANNING AND DEVELOPMENT DEPARTMENT

PLANNING AND DEVELOPMENT DEPARTMENT

The Policy Planning and the Official Plan Function

The Policy Planning and the Official Plan function provides a long-range vision and direction to the City, through the formulation and recommendation of planning strategies and the ongoing administration of the Official Plan.

The Technical and Cartographic Function

The Technical and Cartographic function provides mapping and graphic services for the Department, as well as other City Departments.

The Public Information Function

The Public Information function serves the public by providing general information on planning issues and specific information for inquiries on development related matters.

Planning and Development Department's Human Resources

1.0 Complement

The Planning and Development Department has a current staff complement of 26 employees. There are four less employees in 1997 than there were in 1994 and one less than the 1995 staff complement. As previously indicated, in 1995 the City established its own Department, previously planning services were purchased from the Region.

1.1 Departmental Distribution

The following information compares the new structure of the Department since 1995.

Section	1995 Employees (FTE)		1996 Employees (FTE)		1997 Employees (FTE)	
	FT	PT	FT	PT	FT	PT
Administration	3		3		3	
Development	8		8		8	
Urban Design	1		1		1	
Heritage	3		3		3	
Neighbourhood Planning	3		3		3	
Policy Planning / Official Plan	3		3		3	
Technical and Cartographic	5		4		4	
Public Information	1		1		1	
TOTAL	27	0	26	0	26	0

PLANNING AND DEVELOPMENT DEPARTMENT

1996 Budget Highlights

The 1996 Budget reflects a gross expenditure budget decrease of \$46,780 or 2.8% and a net budget decrease of 3.0% from 1995.

Revenue for 1996 is at the same level as 1995.

	1995 Budget	1996 Budget	\$ Change 1995/96	% Change 1995/96
Gross	\$1,694,680	\$1,647,900	(\$46,780)	(2.8%)
Net	\$1,534,420	\$1,487,640	(\$46,780)	(3.0%)

1997 Budget Highlights

The 1997 Budget reflects a gross expenditure budget decrease of \$56,360 or 3.4% and a net budget decrease of 3.8% from 1996. The two year decrease over 1995 represents a 6.1% gross expenditure budget decrease and a 6.7% net budget decrease.

Revenue for 1997 is at the same level as 1996 and 1995.

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1997 Budget Highlights

	1996 Budget	1997 Budget	\$ Change 1996/97	% Change 1996/97
Gross	\$1,647,900	\$1,591,540	(\$56,360)	(3.4%)
Net	\$1,487,640	\$1,431,280	(\$56,360)	(3.8%)

THE CORPORATION OF THE CITY OF HAMILTON 1995 - 1997 COMPARATIVE STATEMENT OF ESTIMATES - PLANNING AND DEVELOPMENT DEPARTMENT -

DESCRIPTION	1995. Actual	1995 Budget	1996 Actual	1996 Budget	1997 Budget
Expenditures					
Planning and Development	1,649,329	1,694,680	1,600,083	1,647,900	1,591,540
Total Expenditures	1,649,329	1,694,680	1,600,083	1,647,900	1,591,540
Revenues					
Planning and Development	132,832	160,260	99,020	160,260	160,260
Total Revenues	132,832	160,260	99,020	160,260	160,260
Net Operations	1,516,497	1,534,420	1,501,063	1,487,640	1,431,280

1997-2006

CAPITAL

BUDGET

PROGRAM

Introduction:

It is with pleasure that we present the Capital Budget Program for the ten year period 1997-2006 inclusive. The Capital Budget has been developed by the Corporate Management Team under the direction and the guidance of the Standing Committees of Council and the Committee of the Whole.

The Corporate Management Team consists of:

J.G. Pavelka, Chief Administrative Officer
R. Fair, Director of Culture and Recreation
L. King, Building Commissioner
D.J. Lobo, Commissioner of Public Works and Traffic
P. Noé Johnson, City Solicitor
A.C. Ross, City Treasurer
J.J. Schatz, City Clerk

The capital budget issues are discussed throughout the year to monitor and control capital expenditures and to prepare the Provisional Capital Budget for presentation to the Committee of the Whole and City Council. This Capital Budget reinforces past policies of controlling capital expenditures, while ensuring that the City has the financial capability to provide the physical, social and cultural facilities necessary for the progress of the City of Hamilton.

With the approval of the Standing Committees and the Committee of the Whole, Corporate Management Team completed a review of the 1997-2006 Provisional Capital Budget Program. It considered a number of options and alternatives in recognition of the difficult economic times and the Committee of the Whole's directives regarding current budget impacts.

The Corporate issues that were addressed include:

◆ Guidelines for Capital projects:

- (a)
 - (i) Strategic Direction
 - Image of the City; Quality of life
 - (ii) Public / Employee Safety / Liability - Corporate
 - (iii) Legislated by Senior Levels of Government
 - (iv) Needs Analysis / Feasibility Study
 - Demand; Equity; Cost / Benefit
 - (v) Economic Development
- (b) A higher priority was placed on projects with the following criteria:
 - (i) maintain existing municipal roads, buildings, or other basic municipal infrastructure requirements;
 - (ii) reduce ongoing staff and/or operating cost requirements for the Corporation.
- (c) A lower priority was placed on all capital projects with significant operating cost impacts on the Current Budget which were to be delayed for the first year with consideration being given for 1998 and beyond.

Operationally, these priorities mean that Capital Projects which generate

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

operating savings in the Current Budget are ranked higher in priority as are Repairs & Maintenance - Type Projects. Service Level Enhancement Projects (projects with substantial operating impacts in the Current Budget) on the other hand are ranked relatively low in priority and are less likely to be funded within the funding envelope. Staff have been working towards improved capital programming and planning for the works necessary to maintain our existing infrastructure. These increased infrastructure requirements in combination with capital financing limitations mean that many service level enhancement projects are deferred well back in the 10 year plan.

The deferring of Capital Projects with significant operating cost impact in the Current Budget at least for the first year is related to the significant cutback in the provincial transfer payments over the next year.

♦ **Reviewed the overall "size" of the ten year plan versus overall capital financing availability:**

<u>Description</u>	<u>Amount (000's)</u>
Total Funding Request (10 Year Period)	\$497,460
Less Receipts and Subsidies	<u>(132,972)</u>
Net Funding Request	\$ 364,488
Less Availability of Financing:	
Capital Levy	\$47,439
Reserves	80,314
Debentures	<u>128,335</u>
	<u>256,088</u>
Shortfall	<u>\$ 108,400</u>

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

♦ **Pay-As-You-Go Policy**

This year's plan is to delay last year's recommendation by one year beginning 1998 resulting in a 2 mill capital levy for 1997 and 1998, 3 mills in 1999, 4 mills in 2000, 5 mills in 2001 and 6 mills in 2002 through 2006.

♦ **Debt Charges**

The debenture cost of all the preliminary capital projects received from City Departments and Local Boards would have resulted in debt charges averaging 15.57% of the levy (as opposed to the previous years' 14.92%). The challenging assignment for this Capital Plan was to control debt charges while providing for required capital improvements. The proposed plan meets these objectives by maintaining a 0% increase in debt charges for 1997 and 1998 years of the plan, with an overall average of 12.00% of the levy during the ten year period of the Capital Budget and Forecast. The Reserve for Debt Charges will be used to smooth year-to-year fluctuations in the provision of debt charges.

♦ **Reserve for Development Charges**

A number of projects throughout the 10 year plan are proposed for funding from development charges. The projects were so identified in the previously approved Development Charges Study.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

The development charges work and the Capital Budget directly affect each other. The 1996 Capital Budget assumed the City will take significant advantage of the development charge levy possibilities identified in the approved study, including an estimated amount of \$17.35 million from development charges during the 10 year Capital Plan. In view of a significantly lower amount of \$734,000 received during 1996, staff has distributed \$8.9 million during the next ten year period from the Development Charges Reserve. To the extent that any decisions are made to limit the amount of development charges levied or reductions are required due to any Provincially mandated changes, this amount of funding will also be limited. Any changes to the expected revenue will be revised and adjusted accordingly during the preparation of future years' Capital Budgets and Forecasts.

The Province has recently introduced Bill 98 with several changes regarding Municipal Development Charges. Key issues are being reviewed and are awaiting Royal Assent. Any revisions and changes to the Act have not been incorporated into this year's Capital Budget, and will be considered for the 1998-2007 Provisional Capital Budget.

◆ Reserve for 5% Park Development

- The Reserve's position is presently \$2.3 million and it is expected to recover between \$400,000 to \$600,000 each year. This is predicated on the replacement of revenues forgiven due to the present moratorium on charges for single family development from other corporate funds.
- Provision for Play Structure - Allocated an average of \$200,000 for each year.
- The Park Development and Redevelopment - Maintained at \$600,000 for 1997 through to 2006. A financing provision has been made under this reserve to provide Park Development \$600,000 for 1997 and 1998, and \$200,000 for 1999 through 2006 and the \$400,000 from the Reserve for Development Charges.
- Parkland Acquisition - 1997 Provision is funded from this reserve and partially from Development Charges (\$160,000). The balance of Parkland acquisitions are funded at \$500,000 from 1998 through 2006, subject to availability of funds.
- An analysis of reserves indicate a shortfall during this ten year period which may be funded if required out of the Reserve for Capital Projects.

Note: The City has received Parks Credits (i.e. more than 5% Land Dedication required by the Developer) and has a potential liability at an estimated \$1.4 to \$1.6 million.

◆ Projects with Subsidy and Receipts:

Item 2 of the TWELFTH Report of the Finance and Administration Committee adopted by City Council 1993 May 25 establishes the following policy:

"(a) That a policy be established where the budget for a capital project include a subsidy, donation, cost sharing or an allocation of funding from an outside source, the project will proceed only upon receipt of a definite commitment to that external funding to the satisfaction of City Council; and,

(b) That the City Treasurer be directed to apply any unbudgeted grant or other funding received from an external source, for projects previously approved by City Council, towards the financing of those projects and reduce the authorized financing from reserves or debentures accordingly, and further that these unbudgeted receipts not be used to increase the gross cost of the project; and,

(c) That any exception to (a) and (b) noted above be forwarded to the Management Team for review and recommendation for consideration by the Finance and Administration Committee."

Comparison of Capital Budget to Prior Year's Level and to Proposed Financing:

♦ 1997 Capital Budget Projects:

City Council approved the 1997 Capital Budget only and the 1998-2006 Capital Forecast projects are being considered for funding in future years as outlined in the yearly order.

NET EXPENDITURE BY DEPARTMENT:	Approved 1996 - 2005	Approved 1997 - 2006	Over/ (Under)
Housing	1,339	2,039	700
Clerk	650	825	175
Corporate Management Team	0	288	288
C.A.O.'s Office	0	60	60
Building	500	1,000	500
Property	23,618	29,923	6,305
Fire	16,467	12,643	(3,824)
Public Works & Traffic - Fleet Services	59,934	28,331	(31,603)
Roads	14,561	11,160	(3,401)
Public Works & Traffic - Traffic	1,280	1,065	(215)
Public Works & Traffic - Streets	84,795	91,702	6,907
Culture & Recreation	18,562	45,835	27,273
Public Works & Traffic - Parks	24,999	20,773	(4,226)
Public Works/Traffic - Comm. Renewal	0	780	780
Planning and Development	0	718	718
Capital Grant - Art Gallery of Hamilton	0	518	518
H.E.C.F.I.	4,620	5,145	525
Hamilton Public Library	4,825	1,783	(3,042)
Parking Authority	<u>1,450</u>	<u>1,500</u>	<u>50</u>
Sub-Total - Approved Level	<u>257,600</u>	<u>256,088</u>	<u>(1,512)</u>

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

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city of hamilton**

Note: The above projects do not include the provision of \$1,500,000 regarding Canada Summer Games and its replacement projects.

Department	Approved 1996 - 2005	Approved 1997 - 2006	Over/ (Under)
FINANCING:			
Capital Levy	47,627	47,439	(188)
Various Reserves (noted below)	121,789	80,314	*(41,475)
Issuance of Debentures	<u>88,184</u>	<u>128,335</u>	<u>40,151</u>
Total - Recommended Level	<u>257,600</u>	<u>256,088</u>	<u>(1,512)</u>
NO FINANCING RECOMMENDED:			
Projects Outside the 10 Year Plan	155,845	89,099	(66,746)
Projects Deleted	<u>12,012</u>	<u>19,301</u>	<u>7,289</u>
Sub-Total	<u>167,857</u>	<u>108,400</u>	<u>59,457</u>
Total - Request	<u>425,457</u>	<u>364,488</u>	<u>60,969</u>

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

Note: The reduction of the availability of reserve in comparison to prior year's provision is primarily due to:

- (i) Revised Requirements of the Reserve for Replacement of Mobile Equipment \$32.713 M
- (ii) Reduction in the provision of the Reserve for Development Charges \$8.438 M
\$41.151 M *

◆ Financial Impact - Capital Budget:

The financial impact of the 1997-2006 Capital Budget Program as illustrated below, forms a solid basis for capital financing into the future while controlling current budget impacts on a multi-year basis.

	Debt Charges as an Average % of Adjusted Municipal Levy		Average Compound Rate of Increase in Debt Charges over Prior Year	
	<u>1996 - 2005</u>	<u>1997 - 2006</u>	<u>1996 - 2005</u>	<u>1997 - 2006</u>
First Draft	14.92%	15.57%	6.28%	6.03%
Final Draft	10.91%	12.00%	0.72%	1.59%

♦ **Mill Rate Impact of Provisional Capital Budget**

Year	CAPITAL FINANCING			CURRENT	
	Debt Charges (000's)	Capital Levy (000's)	Total (000's)	Residential Mill Rate	Operating Cost (Net)
1997	15,059	2,007	17,066	15.9019	329
1998	15,059	2,017	17,076	15.9112	74
1999	15,360	3,041	18,401	16.8096	85
2000	15,669	4,075	19,744	17.6828	110
2001	15,978	5,119	21,097	18.5241	63
2002	16,297	6,174	22,471	19.3437	129
2003	16,615	6,205	22,820	19.2589	19
2004	16,954	6,236	23,190	19.1874	228
2005	17,287	6,267	23,554	19.1065	1,207
2006	17,639	6,298	23,937	19.0364	24

Projects of note within the recommended Capital Budget and Forecast

Projects of note within the recommended Capital Budget and Forecast are as follows:

♦ **Hamilton Downtown Revitalization Projects**

Staff have revisited and reviewed the strategic action programs and plans which address the revitalization of the Downtown Core of Hamilton and prepared an overall approach and Action Plan. Overall proposals in five phases are on the following table.

Two existing projects (i) Project No. 87.5 - Downtown Streetscaping Project (1997) - \$200,000 and (ii) Project Nos. 183.1 to 183.4 - Downtown Pedestrian Friendly Improvements (1998-2001) - \$2,000,000 are to be deleted and replaced by this plan.

The Phase I - Downtown Hamilton Improvement Plan at a cost of \$2,546,000 covering the area from King Street - James Street to Mary Street has been approved for 1997 implementation. Phases II to V of the Downtown Hamilton Improvement Plan are outside the ten year plan for future consideration.

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<u>Project Number</u>	<u>Description</u>	<u>Year</u>	<u>Net City Cost</u>	<u>Operating Cost</u>
87.1	Downtown Hamilton Improvement Plan - Phase I	1997	<u>2,546,000</u>	<u>17,000</u>
87.6	Downtown Hamilton Improvement Plan - Phase II	2006 & After	1,793,000	88,000
87.7	Downtown Hamilton Improvement Plan - Phase III	2006 & After	1,557,000	1,000
87.8	Downtown Hamilton Improvement Plan - Phase IV	2006 & After	1,651,000	1,000
87.9	Downtown Hamilton Improvement Plan - Phase V	2006 & After	<u>720,000</u>	<u>1,000</u>
	Sub-Total		<u>5,721,000</u>	<u>91,000</u>
	Total		<u>8,267,000</u>	<u>108,000</u>

♦ Art Gallery of Hamilton

The Art Gallery of Hamilton is a valuable community facility in the downtown with outstanding capital needs for facility maintenance.

The request from the Art Gallery is for a \$1,460,500 capital project with funding of \$425,000 from the Federal Government and the remainder being requested from the City.

Given the long term interest of the City in this building (as land owner and revisionary interest holder) and the continuing contribution of the Art Gallery to downtown Hamilton, it was approved that the City adopt a partnership role and provide funding towards this project.

The City will contribute ½ of the requested amount (\$518,000) and call upon the Art Gallery to obtain the remaining \$517,500. The 3 way funding partnership (Federal Government, City, Art Gallery) thereby helps secure the continuing viability of this valuable cultural and downtown facility.

♦ Summary of Downtown Projects

Incorporating Phase I of the Downtown Hamilton Improvement Plan and the Art Gallery project, total capital funding in the Downtown area in 1997 now stands at \$4,884,000, as shown on the table following:

<u>Project Number</u>	<u>Description</u>	<u>Net City Cost</u>
1.0	Downtown Hamilton Home Assistance Program	700,000
5.5	Downtown Partnership	60,000
9.0	Hamilton Downtown Convert/Renovate-to-Rent Loan Program	200,000
87.1	Downtown Hamilton Improvement Plan - Phase I	2,546,000
93.0	Whitehern Stone Wall Rehabilitation	80,000
168.0	Downtown Phase of Ferguson Avenue Master Plan - Pedestrian / Bike Link	780,000
184.6	Art Gallery of Hamilton	<u>518,000</u>
		<u>4,884,000</u>

◆ H.E.C.F.I. Projects

It should be noted that H.E.C.F.I. projects that are funded from their Reserve for Capital Projects are included within the ten year plan as approved. Future implementation of these projects therefore depends on the availability of funding from their Reserves and Reserve Funds. In developing the 1996 Capital Budget, it was proposed that all of the H.E.C.F.I. capital projects be funded from their Reserves for Capital Projects - H.E.C.F.I. The same procedure is followed again this year and their projects are funded from the Reserve for Capital Projects - H.E.C.F.I. subject to the availability of funds.

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◆ Parking Authority

The Parking Authority's 1997 projects include programs which will permit the continual upgrading of its carparks, the study and design of future facilities, and subsequent demolition and site preparation of newly acquired properties. All of the projects are financed from the Reserve for Off-Street Parking. Section 9 of the TWELFTH Report of the Finance and Administration Committee adopted by Council 1996 June 25 approved the financing plan of the shortfall of the Reserve for Off-Street Parking in relation to the long term financing of the Capital Budget.

◆ New Canada / Ontario Infrastructure Works Program

The City has applied for the new Canada / Ontario Infrastructure Works Program in the gross amount of \$2,090,317 for Road Reconstruction projects which have been advanced from the 1998 Road Reconstruction Program. The City's cost will be funded by the issuance of debentures.

◆ General Contingency

No provision has been made in the 1997-2006 Provisional Capital Budget to accommodate any unforeseen increased cost of projects. Any introduction or consideration of a new project requires a trade off with an existing project, or needs to be tabled until the following year's capital budget process. This step was undertaken to allow for direct funding of more capital projects. It does, however, limit staff's and Council's ability to approve additional capital expenditures during the year.

◆ New Additional Projects Replacing 2001 Canada Summer Games Project

A provision has been made in the City's debt calculation for an amount of \$1,500,000 for the 2001 Canada Summer Games. As the City is no longer required to provide for this funding, the following projects will replace the Games Package. These projects will utilize the "Freed-up" funding to provide advancement to needed recreational projects within the community.

<u>Project Number</u>	<u>Description</u>	<u>Amount</u>	<u>Operating Costs</u>
205.0	Park Development and Redevelopment Program- Additional	800,000	50,000
206.0	Chedoke Twin Pad Arena - Incremental upgrades for operational improvements	80,000	0
207.0	Scott Park Arena - Incremental addition for operational improvements	60,000	500
208.0	The Children's Museum - Incremental addition for operational improvements	75,000	0
209.0	Central Memorial Recreation Centre - Renovations	<u>485,000</u>	<u>0</u>
		<u>1,500,000</u>	<u>50,500</u>

◆ Internal Financing Replacing Debenture Financing

The current external debt financing has been replaced with a policy of Internal Financing using the Capital Reserve Funds as the source of funding. This year the City arranged internal financing of Capital projects in the amount of \$9,000,000 through a transfer of funds from the Reserve for Replacement of Mobile Equipment.

◆ Projects for Future Consideration (outside the Ten Year Plan)

There are 58 projects under this category with a net City funding requirement of \$85,939,000. The funding of these projects could not be accommodated within the recommended funding scenario. All of these projects will be reviewed

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annually and may be considered for advancement in future capital plans.

♦ **Projects Deleted**

There are 9 projects under this category with a net City funding requirement of \$16,789,000. These projects are not considered for funding.

CONCLUSION

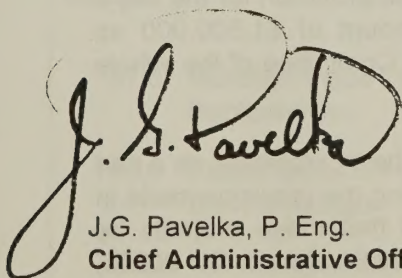
The 1997 Capital Budget and 1998-2006 Capital Forecast, will result in the gross expenditure of \$274,109,000 over the ten year period with an estimated community job creation of 5,623 person years. This plan provides a contribution towards stimulating the economy especially the restoration of the downtown core with \$4,884,000 in expenditures in 1997 without adverse long term effects on the tax rate. The total expenditures are financed by \$127,753,000 from reserves and capital levy, \$18,021,000 from receipts, user fees and subsidies, and \$128,335,000 from debentures for Municipal projects.

The approved Capital Budget and Forecast is similar in size of the approved 1996-2005 Capital Budget and Forecast. While the overall size is the same, however, the plans reflect many differences due to changes in identified departmental spending needs and a complete review of relative project priorities. The 1997-2006 plan reaffirms the priority of expenditures relating to existing infrastructure and capital expenditures that do not add significantly to the City's ongoing operating expenditures, while in some cases deferring service enhancement type projects to later in the program.

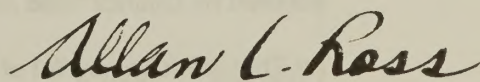
It should also be noted that the City of Hamilton is a major contributor to the Regional Municipality of Hamilton-Wentworth's "AA+" credit rating, and with the debt requirements of the proposed plan, the City's debt levels will remain substantially below the debt levels allowed by the O.M.B.

The Projects contained in this Capital Budget, as approved by City Council, are within the financial capabilities of the City and represent a balanced program for the future planning and development of the City.

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J.G. Pavelka, P. Eng.
Chief Administrative Officer



A.C. Ross
Treasurer

Recommendations Adopted by the Committee of the Whole and City Council at its meeting held 1997 March 18, in part states:

1.(a)(i) That the City of Hamilton 1997 Capital Budget and the 1998-2006 Capital Forecast as outlined on Appendix "A" and "B" attached, representing the following financial parameters, be approved:

(1) the average debenture charges expressed as a percentage of levy be 12.00% for the ten (10) year period; and

(2) the average compound rate of increase per year in debenture charges be 1.59%.

(ii) That the provision for capital levy with specific reference to the "Pay-As-You-Go" policy, be maintained at the same level as last year with a two mill capital levy in 1997, a two mill capital levy in 1998, a three mill capital levy in 1999, a four mill capital levy in 2000, a five mill capital levy in 2001 and a six mill capital levy in 2002 through 2006.

(iii) (1) That the 1997 projects be approved for implementation as outlined on the following pages: (Schedule "A" - Page 1 and 2 - Municipal Projects and Page 14 - the Parking Authority Projects) indicating the method of financing, and the originating Department Heads be directed to proceed with these projects; and

(2) That the City Solicitor be authorized to prepare the appropriate by-laws for Projects Nos. 78.0, 79.0, 128.1, 142.0, 156.0, 168.0, 193.0 and 194.0 (Schedule "A" - Pages 1 and 2 - Column 18) with debenture financing in the total amount of \$10,581,000; and

(3) That the Regional Municipality of Hamilton-Wentworth be requested to consent to the issuance of debentures for a term not to exceed ten years as required for the above Project noted in (2) requiring debenture financing for the year 1997.

(iv) That the City Treasurer be authorized to cancel the provision for the City's Cost of 2001 Canada Summer Games in the amount of \$1,500,000 as authorized under Section 1 of the Fifth Report of the Committee of the Whole adopted by Council 1996 August 27, and

(v) That the following list of 1997 projects [next page] be incorporated as a part of the regular Capital Budget and be approved replacing the provision made in relation to the 2001 Canada Summer Games and that these projects be financed from the Reserve for Capital Projects Account Centre No. CH 00203, and the originating Department Heads be directed to proceed.

(vi) That the Downtown Partnership Project (Project No. 5.5) for implementation in 1997, be revised at a gross cost of \$180,000, with the City's cost of \$60,000 being financed from the Reserve for Capital Projects and the balance of \$60,000 from the Regional Municipality of Hamilton-Wentworth, and \$60,000 from private sector contributions.

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Recommendations Adopted by the Committee of the Whole and City Council at its meeting held 1997 March 18, in part states: - continued

(v)see prior page

<u>Project Number</u>	<u>Description</u>	<u>Amount</u>	<u>Operating Costs</u>
205.0	Park Development and Redevelopment Program- Additional	800,000	50,000
206.0	Chedoke Twin Pad Arena - Incremental upgrades for operational improvements	80,000	0
207.0	Scott Park Arena - Incremental addition for operational improvements	60,000	500
208.0	The Children's Museum - Incremental addition for operational improvements	75,000	0
209.0	Central Memorial Recreation Centre - Renovations	<u>485,000</u>	<u>0</u>
		<u>1,500,000</u>	<u>50,500</u>

(vii) That the following additional H.E.C.F.I. capital projects which initially required City mill rate based funding be included as a part of the 1997-2006 Capital Budget with financing to come from the Reserve for Capital Projects - H.E.C.F.I. and be considered for implementation subject to the availability funds in the reserve.

(viii) (1) That the Downtown Hamilton Improvement Plan Phase I (Project No. 87.1) at an estimated gross cost of \$2,546,000 be incorporated as a part of the 1997-2006 Capital Budget for implementation in 1997 and

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<u>Project Number</u>	<u>Description</u>	<u>Year of Original Funding Request</u>	<u>Cost</u>
187.0	Hamilton Place - Great Hall Seating Replacement	1998-99	540,000
189.0	Copps Coliseum - Modify & Refurbish Electronic Sign	2000	300,000
190.0	Hamilton Convention Centre - Roofing System Replacement	2002	390,000
191.0	Hamilton Convention Centre - Carpet Replacement	2003	325,000
192.0	Copps Coliseum - Roofing System Replacement	2006	<u>600,000</u>
			<u>2,155,000</u>

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financed from the Reserve for Capital Projects, Account Centre No. CH 00203.

(2) That the 1997 Downtown Streetscaping (Project No. 87.5) for \$200,000 and, Downtown Pedestrian Friendly Improvements (Project No. 183.1 to 183.4) for \$500,000 each year for four years, 1998 through 2001, to a total of \$2,000,000, be deleted from the 1997-2006 Capital Budget.

(3) That the balance of the Downtown Hamilton Improvement Plan - Phase II to Phase V, at a net total City cost of \$5,721,000 (Project Nos. 87.6 to 87.9 details of which are included in Schedule "B" .) as enclosed, not be recommended for funding within the ten year plan and be subject to future consideration.

(ix) That the Art Gallery of Hamilton Capital Project for the implementation of Collection Protection Project - Repairs to Building Envelope at a gross cost of \$1,460,500 with Federal funding of \$425,000, Art Gallery of Hamilton's share of \$517,500 and the balance of the net City contribution of \$518,000 (Project No. 184.6) be added to the 1997 Capital Budget and be financed from the Reserve for Capital Projects, Account Centre No. CH 00203.

JOINT REPORT OF THE CHIEF ADMINISTRATIVE OFFICER AND TREASURER

Assumptions:

The figures presented in these schedules are based on the following assumptions:

Assessment	- Increase per annum	.50 percent
Tax Levy	- Increase per annum Municipal - 1997 & 1998	0.0 percent
	- Increase per annum Municipal - 1999 & 2000	2.0 percent
Interest Rates	- Other Municipal Projects	7.0 percent
Term of Debentures	- Municipal Projects	10 years

Notations:

(1) The intended scheduling of all projects along with requesting authorization for approval of the Ontario Municipal Board is shown in Columns under "Project - Start / Finish".

(2) Notations on Subsidies or Other Receipts -

CF	Current Fund
CL	Capital Levy
COM	Commutation
DC	Debt Charges
DEB	Debenture
F	Federal Contribution
LS	Land Sale
NPH	Non-Profit Housing
OR	Other Revenue Source
P	Provincial Contribution
PS	Public Subscription
RCP	Reserve for Capital Projects - General
RCP-HECFI	Reserve for Capital Projects - Hamilton Entertainment and Convention Facilities, Inc.
RCP - Library	Reserve for Capital Projects - Library
RHW	Region of Hamilton-Wentworth
R-NPH	Recoverable from Municipal Non-Profit (Hamilton) Housing
ROSP	Reserve for Off-Street Parking
RPL	Reserve for Parkland
RPP	Reserve for Property Purchases
RSTUL	Reserve for Services Through Unsubdivided Land
UF	User Fees

CAPITAL BUDGET ASSUMPTIONS AND NOTATIONS

1997 - 2006 CAPITAL BUDGET PROGRAM

PROJECTS BY YEAR (\$000's)

Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

Project Number	Dep't.	Project Description	Start	Finish	Gross Cost	Receipts/ Subsidy	1997
1997 PROJECTS							
1.0	HD	Downtown Hamilton Homes Assistance Program	1997	1998	700		700
2.0	HD	Municipal Non-Profit Housing Corporation - Land Banking	1997	1997	1,000	1,000	
5.5	CAO	Downtown Partnership	1997	1997	180	120	60
6.0	CMT	Year 2000 Conversion Project	1997	1998	150		150
7.0	CMT	Computer Software - Corporate Windows Upgrade	1997	1998	138		138
9.0	BLDG	Hamilton Downtown Convert / Renovate-To-Rent Loan Program	1997	1998	200		200
11.0	PROP	Major Maintenance To Civic Buildings	1997	1997	440		440
12.0	PROP	CUP - HECFI Capital Replacements / Revisions & New Equip't.	1997	1997	90		90
14.0	PROP	Hill Park Pool - Mechanical / Electrical Refurbishing	1997	1997	289		289
15.0	PROP	City Hall - Replacement of Boilers	1997	1997	145		145
19.0	PROP	City Hall - Replacement of Roof - Phase II	1997	1997	300		300
20.0	PROP	Rink Board Replacement	1997	1997	180		180
21.0	PROP	Westmount Recreation Centre - Replacement of Roof	1997	1997	120		120
24.0	PROP	125 Barton St W - Embankment Stabilization - Grounds Mtnc.	1997	1999	275		275
54.0	FIRE	Vehicle / Apparatus Replacement	1997	1997	169		169
63.0	PWD-F	Replacement of Computerized Fuel Control System	1997	1997	174		174
64.0	PWD-F	Vehicle Replacement Program	1997	1997	2,456		2,456
66.0	ROAD	City's Share of Services Through Unsubdivided Lands	1997	1997	800		800
69.1	ROAD	Railway Crossing - Hi Rail Installation	1997	1997	60		60
73.1	PWD-T	Traffic Sign Replacement	1997	1997	75		75
74.0	PWD-T	Traffic Signal Modernization	1997	1997	60		60
75.0	PWD-S	City's Share of Locals - Residential	1997	1997	250		250
78.0	PWD-S	Roadway & Sidewalk Reconstruction Program - Phase II	1997	1997	700		700
79.0	PWD-S	Roadway & Sidewalk Reconstruction Program	1997	1997	6,671		6,671
87.1	PWD-S	Downtown Hamilton Improvement Plan - Phase I	1997	1997	2,546		2,546
91.1	C&R	Risk Management - Various Cultural & Recreation Facilities	1997	1997	400		400
92.1	C&R	Outdoor And Landscaping Upgrades, Cultural & Rec Facilities	1997	1997	100		100
93.0	C&R	Whitehern Stone Wall Rehabilitation	1997	1997	80		80
94.0	C&R	Twin Pad Arena Change Rooms Dehumidification and Repairs	1997	1997	80		80
95.0	C&R	Installation of Gas Detectors, Arenas	1997	1997	100		100
97.0	C&R	Concession Expansion - Twin Pad Arena	1997	1997	20		20
103.1	C&R	Public Art Programme	1997	1997	35		35
206.0	C&R	Chedoke Twinpad Arena - Capital Improvements	1997	1997	80		80
207.0	C&R	Scot Park Arena - Capital Improvements	1997	1997	60		60
208.0	C&R	The Children's Museum - Capital Improvements	1997	1997	75		75
209.0	C&R	Central Memorial Recreation Centre - Renovations	1997	1997	485		485
128.1	PWD-P	Hamilton Harbour Waterfront Trail - Phase I	1997	1997	1,000		1,000
128.2	PWD-P	Hamilton Harbour Waterfront Trail - Phase II	1997	1997	3,000	3,000	

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PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Nature of Funding</u>	<u>Annual Debt Charges</u>	<u>Annual Op. Cost</u>	<u>Project Number</u>
									RCP			1.0
									RPP			2.0
									RCP			5.5
									RCP			6.0
									CL			7.0
									RCP			9.0
									CL			11.0
									CL		(12)	12.0
									RCP			14.0
									CL		(5)	15.0
									RCP			19.0
									RCP			20.0
									RCP			21.0
									RCP		2	24.0
									RRME			54.0
									CL			63.0
									RRME			64.0
									RSTUL		20	66.0
									CL			69.1
									RCP			73.1
									RCP			74.0
									CL			75.0
									DEB	100		78.0
									DEB	950		79.0
									RCP		17	87.1
									CL			91.1
									RCP			92.1
									RCP			93.0
									CL			94.0
									RCP			95.0
									RCP		(5)	97.0
									RCP		4	103.1
									RCP			206.0
									RCP		0.5	207.0
									RCP			208.0
									RCP			209.0
									DEB	142	70	128.1
												128.2

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

Project Number	Dep't	Project Description	Start	Finish	Gross Cost	Receipts/ Subsidy	1997
1997 PROJECTS - continued							
129.0	PWD-P	Playstructure Redevelopment (See Note 1 Below)	1997	1997	167	17	150
132.0	PWD-P	Park Development and Redevelopment Programme	1997	1997	600		600
134.0	PWD-P	Creative Playstructure - New Development	1997	1997	61	11	50
136.0	PWD-P	C. P. Lands - Acquisition and Development	1997	1997	1,600		1,600
138.0	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Development	1997	1997	50		50
140.0	PWD-P	Gage Park - Water Spray Pad	1997	1997	110	110	
142.0	PWD-P	Mohawk Sports Park Development - Phase I	1997	1997	240		240
147.0	PWD-P	Turner Park Development Phase II	1997	1997	230		230
156.0	PWD-P	Macassa Park Redevelopment	1997	1997	333		333
205.0	PWD-P	Park Development and Redevelopment Programme	1997	1997	800		800
168.0	PWD-C	Downtown Phase-Ferguson Av Master Plan-Pedestrian/Bike Link	1997	1997	780		780
170.0	PWD-C	Barton Street Revitalization (See Note 2 Below)	1997	1997	230	230	
184.6	GRANTS	Art Gallery of Hamilton - Collection Protection Project	1997	1997	1,460.5	942.5	518
185.0	HECFI	Various Replacements & Renovations For Facilities & Equipment	1997	1997	265		265
193.0	HPL	Westdale Branch Library	1997	1997	666		666
194.0	HPL	Barton Branch Library - Renovation	1997	1998	457		52
Sub-total 1997 PROJECTS (NET CITY COSTS - 26,302)					31,733	5,431	25,897
Note 1 - Recently approved Infrastructure Program has a provision for additional playstructure development for \$300,000							
1998 PROJECTS							
3.1	HD	Municipal Non-Profit Housing Corp - Land Banking	1998	1998	1,000	1,000	
5.0	CLERK	Election System Replacement and Acquisition	1998	2000	825		
10.1	BLDG	Hamilton Downtown Convert / Renovate-To-Rent Loan Program	1998	1998	200		
13.0	PROP	Convert Air Conditioning Equipment From CFC11 To SUVA-123	1998	1998	342		
16.0	PROP	Accommodation Requirements - City Hall	1998	1998	50		
17.0	PROP	Balfour Estate - Building Envelope Restoration	1998	1998	193		
22.0	PROP	City Hall - Elevator Retrofit	1998	1998	452		
23.0	PROP	City Hall - Council Chamber Refurbishing	1998	1998	125		
25.1	PROP	Major Maintenance To Civic Buildings	1998	1998	600		
26.1	PROP	CUP - Replacements / Revisions & New Equipment	1998	1998	90		
27.0	PROP	Central Fire Station - Mechanical/Electrical Retrofit	1998	1998	241		
28.1	PROP	Accommodation Requirements - City Hall	1998	1998	50		
36.1	PROP	CUP - Building Automation System Upgrade - Phase II	1998	1998	30		
56.1	FIRE	Vehicle / Apparatus Replacement	1998	1998	1,870		
65.1	PWD-F	Vehicle Replacement Program	1998	1998	2,530		
67.1	ROAD	City's Share of Services Through Unsubdivided Lands	1998	1998	840		
69.2	ROAD	Railway Crossing - Hi Rail Installation	1998	1998	61		
71.0	ROAD	Storm Water Natural Retention System- Rymal Road East	1998	1998	250		
73.2	PWD-T	Traffic Sign Replacement	1998	1998	75		

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Nature of Funding</u>	<u>Annual Debt Charges</u>	<u>Annual Op. Cost</u>	<u>Project Number</u>
									RPL		1	129.0
									RPL		38	132.0
									RPL		5	134.0
									RPL/RDC		30	136.0
									RCP			138.0
												140.0
									DEB	34	16	142.0
									CL		10	147.0
									DEB	47	9	156.0
									RCP		50	205.0
									DEB	111	43	168.0
											35	170.0
									RCP			184.6
									RCP-H			185.0
									Deb/RCP-L	57		193.0
<u>405</u>									DEB	<u>65</u>		194.0
<u>405</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>1,506</u>	<u>329</u>	
Note 2 - Hamilton Hydro-Electric System will spend \$400,000 under this program												
									RPP			3.1
100	725								DEB	117		5.0
200									CL			10.1
342									CL			13.0
50									CL			16.0
193									CL			17.0
452									DEB	64	9	22.0
125									CL			23.0
600									DEB/RCP	71		25.1
90									CL			26.1
241									CL			27.0
50									CL			28.1
30									RCP			36.1
1,870									RRME			56.1
2,530									RRME			65.1
840									RSTUL			67.1
61									RCP			69.2
250									RDC			71.0
75									RCP/CL			73.2

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>Project Number</u>	<u>Dep't.</u>	<u>Project Description</u>	<u>Start</u>	<u>Finish</u>	<u>Gross Cost</u>	<u>Receipts/ Subsidy</u>	<u>1997</u>
1998 PROJECTS - continued							
74.1	PWD-T	Traffic Signal Modernization	1998	1998	62		
76.1	PWD-S	City's Share of Locals - Residential	1998	1998	250		
80.1	PWD-S	Roadways and Sidewalks Reconstruction Program	1998	1998	7,215		
90.1	C&R	Irrigation Systems - Hamilton Civic Golf Courses	1998	1998	356		
91.2	C&R	Risk Management - Various Cultural and Recreation Facilities	1998	1998	400		
92.2	C&R	Outdoor and Landscaping Upgrades, Cultural & Rec Facilities	1998	1998	100		
96.1	C&R	Ivor Wynne Stadium - Renovations and Repairs	1998	1998	90		
103.2	C&R	Public Art Programme	1998	1998	35		
104.0	C&R	Lighting Safety - Enhancements	1998	1998	62		
130.1	PWD-P	Playstructure Redevelopment	1998	1998	161	11	
131.1	PWD-P	Playstructure Redevelopment - Additional	1998	1998	100		
133.1	PWD-P	Park Development and Redevelopment Programme	1998	1998	600		
135.1	PWD-P	Creative Playstructure - New Development	1998	1998	61	11	
137.1	PWD-P	Parkland Acquisition	1998	1998	500		
139.1	PWD-P	Bocce,Basketball,Shuffleboard Courts, Handball Development	1998	1998	50		
186.1	HECFI	Various Replacements & Renovations for Facilities & Equip't.	1998	1998	405		
187.0	HECFI	Hamilton Place - Great Hall Seating Replacement	1998	1999	540		
188.0	HECFI	Hamilton Place - Replacement of Carpet	1998	1998	200		
195.0	HPL	Central Library Renovations - Design Phase	1998	1998	72		
Sub-total 1998 PROJECTS		(NET CITY COSTS - 20,061)			21,083	1,022	0
1999 PROJECTS							
3.2	HD	Municipal Non-Profit Housing Corp - Land Banking	1999	1999	1,000	1,000	
10.2	BLDG	Hamilton Downtown Convert/Renovate-To-Rent Loan Program	1999	1999	200		
18.0	PROP	West Avenue School - Retrofit Heating System	1999	1999	198		
25.2	PROP	Major Maintenance To Civic Buildings	1999	1999	600		
26.2	PROP	CUP - Replacements/Revisions & New Equipment	1999	1999	90		
28.2	PROP	Accommodation Requirements - City Hall	1999	1999	50		
30.0	PROP	Bennetto Recreation Centre - Replacement of Roof	1999	1999	116		
32.0	PROP	Churchill Recreation Centre-Mechanical/Electrical Retrofit	1999	1999	203		
34.0	PROP	Library/Market - Boiler Retrofit	1999	1999	217		
35.0	PROP	West Avenue School - Replacement of Roof	1999	1999	166		
56.2	FIRE	Vehicle / Apparatus Replacement	1999	1999	160		
60.0	FIRE	Second Apparatus Door at Two Fire Stations	1999	1999	98		
61.0	FIRE	Fire Station - Woodward & Melvin - Design & Construction	1999	2000	2,557		
65.2	PWD-F	Vehicle Replacement Program	1999	1999	2,606		
67.2	ROAD	City's Share of Services Through Unsubdivided Lands	1999	1999	882		
69.3	ROAD	Railway Crossing - Hi Rail Installation	1999	1999	62		

1997 budgets

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1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Nature of Funding</u>	<u>Annual Debt Charges</u>	<u>Annual Op.Cost</u>	<u>Project Number</u>
62									RDC			74.1
250									CL			76.1
7,215									DEB	1,027		80.1
356									DEB	51		90.1
400									RCP			91.2
100									CL			92.2
90									CL			96.1
35									CL		4	103.2
62									CL			104.0
150									RPL		1	130.1
100									RDC		1	131.1
600									RPL		38	133.1
50									RPL		5	135.1
500									RPL		16	137.1
50									CL			139.1
405									RCP-H			186.1
300	240								RCP-H			187.0
200									RCP-H			188.0
72									CL			195.0
19,096	965	0	0	0	0	0	0	0		1,330	74	
									RPP			3.2
	200								CL			10.2
	198								RCP/CL		(4)	18.0
	600								DEB/RCP	71		25.2
	90								CL			26.2
	50								CL			28.2
	116								CL			30.0
	203								CL			32.0
	217								CL		(20)	34.0
	166								CL			35.0
	160								RRME			56.2
	98								CL		1	60.0
	216	2,341							DEB	364		61.0
	2,606								RRME			65.2
	882								RSTUL			67.2
	62								CL			69.3

1997 - 2006 CAPITAL BUDGET PROGRAM

PROJECTS BY YEAR (\$000's)

Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

Project Number	Dep't.	Project Description	Start	Finish	Gross Cost	Receipts/ Subsidy	1997
1999 PROJECTS - continued							
72.0	ROAD	Rehabilitation of Locke Street Bridge (# 1082)	1999	1999	40		
73.3	PWD-T	Traffic Sign Replacement	1999	1999	75		
74.2	PWD-T	Traffic Signal Modernization	1999	1999	64		
76.2	PWD-S	City's Share of Locals - Residential	1999	1999	250		
80.2	PWD-S	Roadway & Sidewalk Reconstruction Program	1999	1999	7,546		
90.2	C&R	Irrigation Systems - Hamilton Civic Golf Courses	1999	1999	214		
91.3	C&R	Risk Management - Various Cultural and Recreation Facilities	1999	1999	350		
92.3	C&R	Outdoor and Landscaping Upgrades, Cultural & Rec Facilities	1999	1999	100		
96.2	C&R	Ivor Wynne Stadium - Renovations and Repairs	1999	1999	90		
98.0	C&R	Permanent Signage, Cultural & Rec Facilities	1999	1999	120		
100.0	C&R	Walker Pool - Outdoor Pools Rehabilitation	1999	1999	995		
103.3	C&R	Public Art Programme	1999	1999	35		
115.0	C&R	Restoration / Architectural Features, Historical Buildings	1999	1999	200	50	
130.2	PWD-P	Playstructure Redevelopment	1999	1999	161	11	
131.2	PWD-P	Playstructure Redevelopment - Additional	1999	1999	100		
133.2	PWD-P	Park Development and Redevelopment Programme	1999	1999	600		
135.2	PWD-P	Creative Playstructure - New Development	1999	1999	61	11	
137.2	PWD-P	Parkland Acquisition	1999	1999	500		
139.2	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Development	1999	1999	50		
186.2	HECFI	Various Replacements & Renovations for Facilities & Equip't.	1999	1999	300		
196.0	HPL	Central Library Renovations - Construction Phase	1999	2000	588		
Sub-total 1999 PROJECTS (NET CITY COSTS - 20,572)					21,644	1,072	0
2000 PROJECTS							
3.3	HD	Municipal Non-Profit Housing Corp - Land Banking	2000	2000	1,000	1,000	
10.3	BLDG	Hamilton Downtown Convert / Renovate-to-Rent Loan Program	2000	2000	200		
25.3	PROP	Major Maintenance to Civic Buildings	2000	2000	700		
26.3	PROP	CUP - Replacements / Revisions & New Equipment	2000	2000	100		
28.3	PROP	Accommodation Requirements - City Hall	2000	2000	50		
36.0	PROP	CUP - Building Automation System Upgrade - Phase II	2000	2000	1,270	60	
37.0	PROP	City Hall - Replacement of Roof Phase III	2000	2000	200		
38.0	PROP	Laurier District Centre - Mechanical/Electrical Retrofit	2000	2000	299		
39.0	PROP	Laurier District Centre - Replacement of Roof	2000	2000	116		
40.0	PROP	Lawfield Arena - Mechanical / Electrical Retrofit	2000	2000	386		
41.0	PROP	Mountain Arena - Mechanical / Electrical Retrofit	2000	2000	347		
42.0	PROP	Copps Coliseum - Steam to Hot Water Conversion - Phase II	2000	2000	125		
44.0	PROP	Football Hall of Fame - Mechanical / Electrical Retrofit	2000	2000	251		
56.3	FIRE	Vehicle / Apparatus Replacement	2000	2000	360		

1997 budgets

city of Hamilton

**1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)**

Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Nature of Funding</u>	<u>Annual Debt Charges</u>	<u>Annual Op.Cost</u>	<u>Project Number</u>
	40								CL			72.0
	75								CL			73.3
	64								CL			74.2
	250								CL			76.2
	7,546								DEB	1,074		80.2
	214								CL			90.2
	350								CL			91.3
	100								CL			92.3
	90								CL			96.2
	120								CL			98.0
	995								DEB	142	43	100.0
	35								CL		4	103.3
	150								CL			115.0
	150								RPL		1	130.2
	100								CL		1	131.2
	600								RDC/RPL		38	133.2
	50								RPL		5	135.2
	500								RPL		16	137.2
	50								CL			139.2
	300								RCP-H			186.2
	588								DEB	84		196.0
<u>0</u>	<u>18,231</u>	<u>2,341</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>1,735</u>	<u>85</u>	
									RPP			3.3
	200								CL			10.3
	700								RCP/CL			25.3
	100								CL			26.3
	50								CL			28.3
	1,210								DEB	172	(10)	36.0
	200								CL			37.0
	299								CL			38.0
	116								CL			39.0
	386								CL		(1)	40.0
	347								CL		(3)	41.0
	125								CL		(5)	42.0
	251								CL		(1)	44.0
	360								RRME			56.3

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>Project Number</u>	<u>Dep't.</u>	<u>Project Description</u>	<u>Start</u>	<u>Finish</u>	<u>Gross Cost</u>	<u>Receipts/ Subsidy</u>	<u>1997</u>
65.3	PWD-F	Vehicle Replacement Program	2000	2000	2,684		
67.3	ROAD	City's Share of Services Through Unsubdivided Lands	2000	2000	926		
69.4	ROAD	Railway Crossing - Hi Rail Installation	2000	2000	63		
73.4	PWD-T	Traffic Sign Replacement	2000	2000	75		
74.3	PWD-T	Traffic Signal Modernization	2000	2000	66		
76.3	PWD-S	City's Share of Locals - Residential	2000	2000	250		
80.3	PWD-S	Roadways and Sidewalks Reconstruction Program	2000	2000	7,991		
90.3	C&R	Irrigation Systems - Hamilton Civic Golf Courses	2000	2000	302		
92.4	C&R	Outdoor and Landscaping Upgrades, Cultural & Rec Facilities	2000	2000	100		
96.3	C&R	Ivor Wynne Stadium - Renovations and Repairs	2000	2000	90		
99.0	C&R	Globe Park - Mobile Concession	2000	2000	27		
101.0	C&R	Inch Park - Outdoor Pools Rehabilitation	2000	2000	513		
103.4	C&R	Public Art Programme	2000	2000	35		
105.0	C&R	Relocation of Hamilton Scourge Laboratory	2000	2000	50		
110.0	C&R	Dalewood Recreation Centre - Retrofit	2000	2001	4,670		
113.0	C&R	Chedoke Ski Improvements	2000	2001	144		
130.3	PWD-P	Playstructure Redevelopment	2000	2000	161	11	
133.3	PWD-P	Park Development and Redevelopment Programme	2000	2000	600		
135.3	PWD-P	Creative Playstructure - New Development	2000	2000	61	11	
137.3	PWD-P	Parkland Acquisition	2000	2000	500		
139.3	PWD-P	Bocce,Basketball,Shuffleboard Courts, Handball Development	2000	2000	50		
141.0	PWD-P	Hamilton Beach - Clean-Up	2000	2000	51		
186.3	HECFI	Various Replacements & Renovations for Facilities & Equip't.	2000	2000	310		
189.0	HECFI	Copps Coliseum - Modify & Refurbish Exterior Electronic Sign	2000	2000	300		
Sub-total 2000 PROJECTS		(NET CITY COSTS - 24,341)			25,423	1,082	0
2001 PROJECTS							
3.4	HD	Municipal Non-Profit Housing Corp - Land Banking	2001	2001	1,000	1,000	
4.0	HD	Upgrade of Ada Pritchard and Macassa Park Apartments	2001	2002	1,339		
8.0	PROP	Major Accomodation Refurbishing - City Hall	2001	2003	10,000		
10.4	BLDG	Hamilton Downtown Convert/Renovate-to-Rent Loan Program	2001	2001	200		
25.4	PROP	Major Maintenance to Civic Buildings	2001	2001	700		
26.4	PROP	CUP - Replacements / Revisions & New Equipment	2001	2001	100		
28.4	PROP	Accommodation Requirements - City Hall	2001	2001	50		
29.1	PROP	Energy Management Projects	2001	2001	250		
45.0	PROP	Ryerson Recreation Centre - Replacement of Roof	2001	2001	116		
46.0	PROP	Hill Park Recreation Centre - Replacement of Roof	2001	2001	97		
47.0	PROP	Kenilworth Composite Building - Mechanical/Elec. Retrofit	2001	2001	193		

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**1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)**

Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Nature of Funding</u>	<u>Annual Debt Charges</u>	<u>Annual Op. Cost</u>	<u>Project Number</u>
		2,684							RRME			65.3
		926							RSTUL/RDC			67.3
		63							CL			69.4
		75							CL			73.4
		66							CL			74.3
		250							CL			76.3
		7,991							DEB/CL	1,095		80.3
		302							CL			90.3
		100							RCP			92.4
		90							CL			96.3
		27							CL			99.0
		513							DEB	73	37	101.0
		35							CL		15	103.4
		50							CL			105.0
		670	4,000						DEB	665		110.0
		144							CL			113.0
		150							RPL		1	130.3
		600							RDC/RPL		38	133.3
		50							RPL		5	135.3
		500							RPL		16	137.3
		50							CL			139.3
		51							CL		18	141.0
		310							RCP-H			186.3
		<u>300</u>							RCP-H			189.0
<u>0</u>	<u>0</u>	<u>20,341</u>	<u>4,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>2,005</u>	<u>110</u>	
									RPP			3.4
		279		1,060					DEB	191		4.0
		3,500		2,500	4,000				DEB	1,424		8.0
		200							RCP			10.4
		700							CL			25.4
		100							CL			26.4
		50							CL			28.4
		250							CL		(37)	29.1
		116							CL			45.0
		97							CL			46.0
		193							CL		(1)	47.0

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>Project Number</u>	<u>Dep't.</u>	<u>Project Description</u>	<u>Start</u>	<u>Finish</u>	<u>Gross Cost</u>	<u>Receipts/ Subsidy</u>	<u>1997</u>
56.4	FIRE	Vehicle / Apparatus Replacement	2001	2001	484		
65.4	PWD-F	Vehicle Replacement Program	2001	2001	2,764		
67.4	ROAD	City's Share of Services Through Unsubdivided Lands	2001	2001	972		
69.5	ROAD	Railway Crossing - Hi Rail Installation	2001	2001	64		
73.5	PWD-T	Traffic Sign Replacement	2001	2001	75		
74.4	PWD-T	Traffic Signal Modernization	2001	2001	68		
76.4	PWD-S	City's Share of Locals - Residential	2001	2001	250		
80.4	PWD-S	Roadways and Sidewalks Reconstruction Program	2001	2001	8,630		
83.1	PWD-S	Construction - Maintenance of City's Parking Lots	2001	2001	50		
90.4	C&R	Irrigation Systems - Hamilton Civic Golf Courses	2001	2001	307		
102.0	C&R	Parkdale - Outdoors Pools Rehabilitation	2001	2001	513		
130.4	PWD-P	Playstructure Redevelopment	2001	2001	161	11	
133.4	PWD-P	Park Development and Redevelopment Programme	2001	2001	600		
135.4	PWD-P	Creative Playstructure - New Development	2001	2001	61	11	
137.4	PWD-P	Parkland Acquisition	2001	2001	500		
139.4	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Development	2001	2001	50		
146.0	PWD-P	Parking Lot and Pathway Repairs - Various Locations	2001	2001	1,160		
186.4	HECFI	Various Replacements & Renovations for Facilities & Equipment	2001	2001	<u>230</u>		
Sub-total 2001 PROJECTS		(NET CITY COSTS - 29,962)			<u>30,984</u>	<u>1,022</u>	<u>0</u>
2002 PROJECTS							
3.5	HD	Municipal Non-Profit Housing Corp - Land Banking	2002	2002	1,000	1,000	
25.5	PROP	Major Maintenance to Civic Buildings	2002	2002	800		
26.5	PROP	CUP - Replacements / Revisions & New Equipment	2002	2002	110		
28.5	PROP	Accommodation Requirements - City Hall	2002	2002	50		
29.2	PROP	Energy Management Projects	2002	2002	250		
49.0	PROP	Norman Pinky Lewis Rec Centre - Building Envelope Restoration	2002	2002	200		
56.5	FIRE	Vehicle / Apparatus Replacement	2002	2002	1,250		
59.0	FIRE	Fire Station - Kenilworth Avenue - Design & Construction	2002	2003	3,016		
65.5	PWD-F	Vehicle Replacement Program	2002	2002	2,847		
67.5	ROAD	City's Share of Services Through Unsubdivided Lands	2002	2002	1,021		
69.6	ROAD	Railway Crossing - Hi Rail Installation	2002	2002	65		
74.5	PWD-T	Traffic Signal Modernization	2002	2002	70		
77.1	PWD-S	City's Share of Locals - Residential	2002	2002	250		
81.1	PWD-S	Roadways and Sidewalks Reconstruction Program	2002	2002	8,890		
83.2	PWD-S	Construction - Maintenance of City's Parking Lots	2002	2002	50		
84.0	PWD-S	Enhanced Streetscaping	2002	2002	36		
90.5	C&R	Irrigation Systems - Hamilton Civic Golf Courses	2002	2002	581		

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Nature of Funding</u>	<u>Annual Debt Charges</u>	<u>Annual Op. Cost</u>	<u>Project Number</u>
			484						RRME			56.4
			2,764						RRME			65.4
			972						RSTUL/RDC			67.4
			64						CL			69.5
			75						CL			73.5
			68						CL			74.4
			250						CL			76.4
			8,630						DEB/CL	1,076		80.4
			50						CL			83.1
			307						CL			90.4
			513						CL		41	102.0
			150						RPL		1	130.4
			600						RDC/RPL		38	133.4
			50						RPL		5	135.4
			500						RPL		16	137.4
			50						CL			139.4
			1,160						CL		0	146.0
			230						RCP-H			186.4
<u>0</u>	<u>0</u>	<u>0</u>	<u>22,402</u>	<u>3,560</u>	<u>4,000</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>2,691</u>	<u>63</u>	
									RPP			3.5
				800					RCP			25.5
				110					CL			26.5
				50					CL			28.5
				250					CL		(38)	29.2
				200					CL		(1)	49.0
				1,250					RRME			56.5
				243	2,773				DEB	429		59.0
				2,847					RRME			65.5
				1,021					RSTUL/RDC			67.5
				65					CL			69.6
				70					CL			74.5
				250					CL			77.1
				8,890					DEB/CL	1,034		81.1
				50					CL			83.2
				36					CL		19	84.0
				581					CL			90.5

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>Project Number</u>	<u>Dep't</u>	<u>Project Description</u>	<u>Start</u>	<u>Finish</u>	<u>Gross Cost</u>	<u>Receipts/ Subsidy</u>	<u>1997</u>
109.0	C&R	Coronation Arena & Outdoor Pool Renovation & Expansion	2002	2004	6,140		
111.0	C&R	Eastwood Arena - Retrofit	2002	2002	2,667		
130.5	PWD-P	Playstructure Redevelopment	2002	2002	161	11	
133.5	PWD-P	Park Development and Redevelopment Programme	2002	2002	600		
135.5	PWD-P	Creative Playstructure - New Development	2002	2002	61	11	
137.5	PWD-P	Parkland Acquisition	2002	2002	500		
139.5	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Development	2002	2002	50		
143.0	PWD-P	Grass Maintenance Equipment	2002	2002	68		
145.1	PWD-P	Wading Pool Conversions	2002	2002	100		
186.5	HECFI	Various Replacements & Renovations for Facilities & Equipment	2002	2002	200		
190.0	HECFI	Hamilton Convention Centre - Roofing System Replacement	2002	2002	<u>390</u>		
Sub-total 2002 PROJECTS		(NET CITY COSTS - 30,401)			<u>31,423</u>	<u>1,022</u>	<u>0</u>
2003 PROJECTS							
3.6	HD	Municipal Non-Profit Housing Corp - Land Banking	2003	2003	1,000	1,000	
25.6	PROP	Major Maintenance to Civic Buildings	2003	2003	800		
26.6	PROP	CUP - Replacements / Revisions & New Equipment	2003	2003	110		
28.6	PROP	Accommodation Requirements - City Hall	2003	2003	50		
29.3	PROP	Energy Management Projects	2003	2003	300		
50.0	PROP	Rosedale Arena - Mechanical/Electrical Retrofit	2003	2003	386		
56.6	FIRE	Vehicle / Apparatus Replacement	2003	2003	935		
65.6	PWD-F	Vehicle Replacement Program	2003	2003	2,933		
67.6	ROAD	City's Share of Services Through Unsubdivided Lands	2003	2003	1,072		
69.7	ROAD	Railway Crossing - Hi Rail Installation	2003	2003	66		
72.5	ROAD	Subdivision Watershed Plan of Tributaries of Red Hill Creek	2003	2003	300		
74.6	PWD-T	Traffic Signal Modernization	2003	2003	72		
77.2	PWD-S	City's Share of Locals - Residential	2003	2003	250		
81.2	PWD-S	Roadways and Sidewalks Reconstruction Program	2003	2003	9,160		
83.3	PWD-S	Construction - Maintenance of City's Parking Lots	2003	2003	50		
85.0	PWD-S	Water Truck - Traffic Island Programme	2003	2003	68		
130.6	PWD-P	Playstructure Redevelopment	2003	2003	161	11	
133.6	PWD-P	Park Development and Redevelopment Programme	2003	2003	600		
135.6	PWD-P	Creative Playstructure - New Development	2003	2003	61	11	
137.6	PWD-P	Parkland Acquisition	2003	2003	500		
139.6	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Development	2003	2003	50		
145.2	PWD-P	Wading Pool Conversions	2003	2003	200		
179.0	PLAN	Official Plan Review	2003	2005	250		
182.0	PLAN	Implementation of Beasley Neighbourhood Plan	2003	2003	93		

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Nature of Funding</u>	<u>Annual Debt Charges</u>	<u>Annual Op.Cost</u>	<u>Project Number</u>
				1,000	2,140	3,000			DEB	874	71	109.0
				2,667					CL			111.0
				150					RPL		1	130.5
				600					RDC/RPL		38	133.5
				50					RPL		5	135.5
				500					RPL		16	137.5
				50					CL			139.5
				68					CL		18	143.0
				100					CL		0	145.1
				200					RCP-H			186.5
				390					RCP-H			190.0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>22,488</u>	<u>4,913</u>	<u>3,000</u>	<u>0</u>	<u>0</u>		<u>2,337</u>	<u>129</u>	
									RPP			3.6
					800				RCP			25.6
					110				CL			26.6
					50				CL			28.6
					300				CL		(45)	29.3
					386				CL		(5)	50.0
					935				RRME			56.6
					2,933				RRME			65.6
					1,072				RSTUL/RDC			67.6
					66				CL			69.7
					300				CL			72.5
					72				CL			74.6
					250				CL			77.2
					9,160				DEB/CL	761		81.2
					50				CL			83.3
					68				CL		9	85.0
					150				RPL		1	130.6
					600				RDC/RPL		38	133.6
					50				RPL		5	135.6
					500				RPL		16	137.6
					50				CL			139.6
					200				CL		0	145.2
					250				CL			179.0
					93				CL			182.0

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>Project Number</u>	<u>Dep't.</u>	<u>Project Description</u>	<u>Start</u>	<u>Finish</u>	<u>Gross Cost</u>	<u>Receipts/ Subsidy</u>	<u>1997</u>
186.6	HECFI	Various Replacements & Renovations for Facilities & Equip't.	2003	2003	180		
191.0	HECFI	Hamilton Convention Centre - Carpet Replacement	2003	2003	<u>325</u>		
Sub-total 2003 PROJECTS		(NET CITY COSTS - 18,950)			<u>19,972</u>	<u>1,022</u>	<u>0</u>
2004 PROJECTS							
3.7	HD	Municipal Non-Profit Housing Corp - Land Banking	2004	2004	1,000	1,000	
25.7	PROP	Major Maintenance to Civic Buildings	2004	2004	900		
26.7	PROP	CUP - Replacements / Revisions & New Equipment	2004	2004	120		
28.7	PROP	Accommodation Requirements - City Hall	2004	2004	50		
29.4	PROP	Energy Management Projects	2004	2004	300		
51.0	PROP	Traffic Operations Centre - Reroofing	2004	2004	500		
56.7	FIRE	Vehicle / Apparatus Replacement	2004	2004	515		
65.7	PWD-F	Vehicle Replacement Program	2004	2004	3,021		
67.7	ROAD	City's Share of Services Through Unsubdivided Lands	2004	2004	1,126		
69.8	ROAD	Railway Crossing - Hi Rail Installation	2004	2004	67		
74.7	PWD-T	Traffic Signal Modernization	2004	2004	74		
77.3	PWD-S	City's Share of Locals - Residential	2004	2004	250		
81.3	PWD-S	Roadways and Sidewalks Reconstruction Program	2004	2004	9,445		
83.4	PWD-S	Construction - Maintenance of City's Parking Lots	2004	2004	50		
96.4	C&R	Ivor Wynne Stadium - Renovations and Repairs	2004	2004	100		
118.0	C&R	Westmount Recreation Centre - Reconstruction/Expansion	2004	2005	3,500		
122.0	C&R	Hamilton East Kiwanis	2004	2005	8,466	3,182	
130.7	PWD-P	Playstructure Redevelopment	2004	2004	161	11	
133.7	PWD-P	Park Development and Redevelopment Programme	2004	2004	600		
135.7	PWD-P	Creative Playstructure - New Development	2004	2004	61	11	
137.7	PWD-P	Parkland Acquisition	2004	2004	500		
139.7	PWD-P	Bocce,Basketball,Shuffleboard Courts, Handball Development	2004	2004	50		
144.0	PWD-P	Tennis Court Re-development	2004	2004	646		
186.7	HECFI	Various Replacements & Renovations for Facilities & Equip't.	2004	2004	<u>300</u>		
Sub-total 2004 PROJECTS		(NET CITY COSTS - 27,598)			<u>31,802</u>	<u>4,204</u>	<u>0</u>
2005 PROJECTS							
3.8	HD	Municipal Non-Profit Housing Corp - Land Banking	2005	2005	1,000	1,000	
25.8	PROP	Major Maintenance to Civic Buildings	2005	2005	900		
26.8	PROP	CUP - Replacements/Revisions & New Equipment	2005	2005	120		
28.8	PROP	Accommodation Requirements - City Hall	2005	2005	50		
29.5	PROP	Energy Management Projects	2005	2005	350		
48.0	PROP	Bennetto Recreation Centre - Mechanical/Electrical Retrofit	2005	2005	180		

1997 budgets

city of Hamilton

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Nature of Funding</u>	<u>Annual Debt Charges</u>	<u>Annual Op. Cost</u>	<u>Project Number</u>
					180				RCP-H			186.6
					<u>325</u>				RCP-H			191.0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>18,950</u>	<u>0</u>	<u>0</u>	<u>0</u>		<u>761</u>	<u>19</u>	
									RPP			3.7
						900			RCP			25.7
						120			CL			26.7
						50			CL			28.7
						300			CL		(45)	29.4
						500			CL			51.0
						515			RRME			56.7
						3,021			RRME			65.7
						1,126			RSTUL/RDC			67.7
						67			CL			69.8
						74			CL			74.7
						250			CL			77.3
						9,445			DEB/CL	771		81.3
						50			CL			83.4
						100			CL			96.4
						500	3,000		DEB	498	129	118.0
						1,284	4,000		DEB	752	84	122.0
						150			RPL		1	130.7
						600			RDC/RPL		38	133.7
						50			RPL		5	135.7
						500			RPL		16	137.7
						50			CL			139.7
						646			CL		0	144.0
					<u>300</u>				RCP-H			186.7
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>20,598</u>	<u>7,000</u>	<u>0</u>		<u>2,021</u>	<u>228</u>	
									RPP			3.8
							900		CL			25.8
							120		CL			26.8
							50		CL			28.8
							350		RCP			29.5
							180		CL			48.0

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>Project Number</u>	<u>Dep't.</u>	<u>Project Description</u>	<u>Start</u>	<u>Finish</u>	<u>Gross Cost</u>	<u>Receipts/ Subsidy</u>	<u>1997</u>
52.0	PROP	Copps Coliseum - Steam to Hot Water Conversion - Phase III	2005	2006	613		
53.0	PROP	Copps Coliseum - Steam to Hot Water Conversion - Phase IV	2005	2006	312		
56.8	FIRE	Vehicle / Apparatus Replacement	2005	2005	749		
65.8	PWD-F	Vehicle Replacement Program	2005	2005	3,111		
67.8	ROAD	City's Share of Services Through Unsubdivided Lands	2005	2005	1,182		
74.8	PWD-T	Traffic Signal Modernization	2005	2005	76		
77.4	PWD-S	City's Share of Locals - Residential	2005	2005	250		
81.4	PWD-S	Roadways and Sidewalks Reconstruction Program	2005	2005	9,739		
83.5	PWD-S	Construction - Maintenance of City's Parking Lots	2005	2005	50		
124.0	C&R	South Mountain Library / Recreation Centre	2005	2006	16,900		
130.8	PWD-P	Playstructure Redevelopment	2005	2005	161	11	
133.8	PWD-P	Park Development and Redevelopment Programme	2005	2005	600		
135.8	PWD-P	Creative Playstructure - New Development	2005	2005	61	11	
137.8	PWD-P	Parkland Acquisition	2005	2005	500		
139.8	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Development	2005	2005	50		
148.0	PWD-P	Turner Park Development Phase III	2005	2005	1,420		
180.0	PLAN	Property Acquisition Program - Stapleton Enclave	2005	2005	475	100	
186.8	HECFI	Various Replacements & Renovations for Facilities & Equip't.	2005	2005	300		
Sub-total 2005 PROJECTS		(NET CITY COSTS - 38,027)			39,149	1,122	0
2006 PROJECTS							
3.9	HD	Municipal Non-Profit Housing Corp - Land Banking	2006	2006	1,000	1,000	
25.9	PROP	Major Maintenance to Civic Buildings	2006	2006	1,000		
26.9	PROP	CUP - Replacements / Revisions & New Equipment	2006	2006	130		
28.9	PROP	Accommodation Requirements - City Hall	2006	2006	50		
29.6	PROP	Energy Management Projects	2006	2006	350		
56.9	FIRE	Vehicle / Apparatus Replacement	2006	2006	60		
65.9	PWD-F	Vehicle Replacement Program	2006	2006	3,205		
67.9	ROAD	City's Share of Services Through Unsubdivided Lands	2006	2006	1,241		
74.9	PWD-T	Traffic Signal Modernization	2006	2006	78		
77.5	PWD-S	City's Share of Locals - Residential	2006	2006	250		
81.5	PWD-S	Roadways and Sidewalks Reconstruction Program	2006	2006	10,031		
83.6	PWD-S	Construction - Maintenance of City's Parking Lots	2006	2006	50		
86.0	PWD-S	Motor Vehicle Requirements - Signals and Hoists	2006	2006	72		
87.0	PWD-S	Enhanced Streetscaping	2006	2006	72		
88.0	PWD-S	Forestry Renovation - Upper Ottawa Yard	2006	2006	90		
130.9	PWD-P	Playstructure Redevelopment	2006	2006	161	11	
133.9	PWD-P	Park Development and Redevelopment Programme	2006	2006	600		

1997 budgets

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1997 - 2006 CAPITAL BUDGET PROGRAM

PROJECTS BY YEAR (\$000's)

Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Nature of Funding</u>	<u>Annual Debt Charges</u>	<u>Annual Op.Cost</u>	<u>Project Number</u>
							13	600	DEB	87	(5)	52.0
							12	300	DEB	44		53.0
							749		RRME			56.8
							3,111		RRME			65.8
							1,182		RSTUL/RDC			67.8
							76		CL			74.8
							250		RCP			77.4
							9,739		DEB/CL	953		81.4
							50		CL			83.5
							8,900	8,000	DEB/RDC	1,931	1,146	124.0
							150		RPL		1	130.8
							600		RDC/RPL		38	133.8
							50		RPL		5	135.8
							500		RPL		16	137.8
							50		CL			139.8
							1,420		CL		60	148.0
							375		CL			180.0
							<u>300</u>		RCP-H			186.8
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>29,127</u>	<u>8,900</u>		<u>3,015</u>	<u>1,207</u>	
									RPP			3.9
								1,000	CL			25.9
								130	CL			26.9
								50	CL			28.9
								350	RCP		(53)	29.6
								60	RRME			56.9
								3,205	RRME			65.9
								1,241	RSTUL			67.9
								78	CL			74.9
								250	RCP			77.5
								10,031	DEB/CL	833		81.5
								50	CL			83.6
								72	CL			86.0
								72	CL		12	87.0
								90	CL			88.0
								150	RPL		1	130.9
								600	RDC/RPL		38	133.9

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

Project Number	Dep't.	Project Description	Start	Finish	Gross Cost	Receipts/ Subsidy	1997
135.9	PWD-P	Creative Playstructure - New Development	2006	2006	61	11	
137.9	PWD-P	Parkland Acquisition	2006	2006	500		
139.9	PWD-P	Bocce,Basketball,Shuffleboard Courts, Handball Development	2006	2006	50		
152.0	PWD-P	Tennis Court Re-Development	2006	2006	247		
153.0	PWD-P	Landscaping - Harbourfront CSO Tank	2006	2006	278		
186.9	HECFI	Various Replacements & Renovations for Facilities & Equip't.	2006	2006	300		
192.0	HECFI	Copps Coliseum - Roofing System Replacement	2006	2006	600		
Sub-total 2006 PROJECTS		(NET CITY COSTS - 19,454)			20,476	1,022	0
1997 - 2006 CAPITAL BUDGET PROGRAM		(NET CITY COSTS - 255,668)			273,689	18,021	25,897
PARKING AUTHORITY							
200.0	PA	Carpark Development/Upgrades & Study/Design Parking Lots	1997	1997	100		100
201.0	PA	Carpark Development/Upgrades & Study/Design Parking Lots	1998	2006	450		
Sub-total PARKING AUTHORITY		(NET CITY COSTS - 550)			550	0	100
TOTAL CAPITAL BUDGET PROGRAM		(NET CITY COSTS - 256,218)			274,239	18,021	25,997
Department Abbreviation:							
BLDG	Building Department		CMT	Corporate Management Team			
C&R	Culture & Recreation		HPL	Hamilton Public Library			
HD	Housing Division (Building Department)		PLAN	Planning & Development			
PWD-C	Public Works - Community Renewal (Parks)						
22002	CL	Capital Levy (1996-2 Mills, 1997-2 Mills, 1998-2 Mills, 1999-3 Mills, 2000 - 4 Mills, 2001 - 5 Mills, 2002 & On- 6Mills)	1997	2006		47,439	2,007
CH203	RCP	Reserve for Capital Projects - General	1997	2006		12,280	7,358
CH212	RDC	Reserve for Development Charges	1997	2006		8,912	160
CH107	RSTUL	Reserve for City's Share - Unsubdivided Land	1997	2006		8,262	800
CH201	RPL	Reserve for Parks Land - 5% Land Dedication	1997	2006		10,740	2,240
CH202	ROSP	Reserve for Off-Street Parking	1997	2006		550	100
CH204	RCP-L	Reserve for Capital Projects & Other Reserve - Library	1997	1997		266	266
CH101	RRME	Reserve for Replacement of Mobile Equipment	1997	2006		34,709	2,625
CH206	RCP-H	Reserve for Capital Projects - HECFI	1997	2006		5,145	265
Sub-total		Financing from Capital Levy and Reserves	1996	2005		128,303	15,821
TOTAL COST TO BE FINANCED BY THE ISSUANCE OF DEBENTURE - Municipal		(Net Cost - 127,915)			274,239	146,324	10,176

1997 budgets

city of hamilton

**1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)**

<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	Nature of Funding	Annual Debt Charges	Annual Op.Cost	Project Number
								50	RPL		5	135.9
								500	RPL		16	137.9
								50	CL			139.9
								247	CL			152.0
								278	CL		5	153.0
								300	RCP-H			186.9
								600	RCP-H			192.0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>19,454</u>		<u>833</u>	<u>24</u>	
<u>19,501</u>	<u>19,196</u>	<u>22,682</u>	<u>26,402</u>	<u>26,048</u>	<u>27,863</u>	<u>23,598</u>	<u>36,127</u>	<u>28,354</u>		<u>18,234</u>	<u>2,268</u>	
									ROSP			200.0
<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	ROSP			201.0
<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>		<u>0</u>	<u>0</u>	
<u>19,551</u>	<u>19,246</u>	<u>22,732</u>	<u>26,452</u>	<u>26,098</u>	<u>27,913</u>	<u>23,648</u>	<u>36,177</u>	<u>28,404</u>		<u>18,234</u>	<u>2,268</u>	
Department Abbreviation:												
HECFI	Hamilton Entertainment and Convention Facilities, Inc.						TR	Treasury Department				
PWD - S	Public Works - Streets Division						PWD - T	Public Works - Traffic Division				
PROP	Property Department						PWD - P	Public Works - Parks Division				
ROAD	Regional Roads Department											
2,017	3,041	4,075	5,119	6,174	6,205	6,236	6,267	6,298				
604	118	300	200	800	800	900	600	600				
412	400	700	700	700	700	700	4,040	400				
840	882	626	672	721	772	826	882	1,241				
1,300	900	900	900	900	900	900	900	900				
50	50	50	50	50	50	50	50	50				
4,400	2,766	3,044	3,248	4,097	3,868	3,536	3,860	3,265				
<u>905</u>	<u>540</u>	<u>610</u>	<u>230</u>	<u>590</u>	<u>505</u>	<u>300</u>	<u>300</u>	<u>900</u>				
<u>10,528</u>	<u>8,697</u>	<u>10,305</u>	<u>11,119</u>	<u>14,032</u>	<u>13,800</u>	<u>13,448</u>	<u>16,899</u>	<u>13,654</u>		<u>0</u>		
<u>9,023</u>	<u>10,549</u>	<u>12,427</u>	<u>15,333</u>	<u>12,066</u>	<u>14,113</u>	<u>10,200</u>	<u>19,278</u>	<u>14,750</u>		<u>18,234</u>	<u>2,268</u>	

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>Project Number</u>	<u>Dep't</u>	<u>Project Description</u>	<u>Start</u>	<u>Finish</u>	<u>Gross Cost</u>	<u>Receipts/ Subsidy</u>	<u>1997</u>
NOTE: The implementation of any Project (1998 and after) Financed From Reserves & Reserve Funds is Subject to the Availability of Reserves & Reserve Funds ASSUMPTIONS: Debenture Interest Rate - Amortized Over 10 Years at 7.00% - Annual Principal and Interest Payments Per \$1,000 - \$147.375027							
202.0	PWD	Owners Share of Local Improvements-Residential	1997	1997	585		585
203.0	PWD	Owners Share of Local Improvements-Residential	1998	2001	2,505		
204.0	PWD	Owners Share of Local Improvements - Residential	2002	2006	<u>3,578</u>		
					<u>6,668</u>	<u>0</u>	<u>585</u>
TOTAL NET CAPITAL BUDGET PROGRAM					<u>280,907</u>	<u>146,324</u>	<u>10,761</u>
NOTE: Growth-Related Project - Timing Depends on the Availability of Funding from the Reserve for Development Charges. Budget as Proposed Reflects Projected Development Charge Funding Availability Based Upon Present Development Charges By-Law.							

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS BY YEAR (\$000's)
Approved By Council on 1997 March 18 (as adjusted on 1997 April 18)

<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>Annual Debt Charges</u>	<u>Annual Op.Cost</u>	<u>Project Number</u>
600	615	634	656								
				<u>675</u>	<u>694</u>	<u>715</u>	<u>736</u>	<u>758</u>			
<u>600</u>	<u>615</u>	<u>634</u>	<u>656</u>	<u>675</u>	<u>694</u>	<u>715</u>	<u>736</u>	<u>758</u>			
<u>9,623</u>	<u>11,164</u>	<u>13,061</u>	<u>15,989</u>	<u>12,741</u>	<u>14,807</u>	<u>10,915</u>	<u>20,014</u>	<u>15,508</u>	<u>18,234</u>	<u>2,268</u>	

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS FOR FUTURE CONSIDERATION (Outside the Ten-Year Plan)
(000's)

<u>Project Number</u>	<u>Dep't</u>	<u>Project Description</u>	<u>Gross Cost</u>	<u>Receipts/ Subsidy</u>	<u>Net Cost</u>	<u>Annual Operating Cost</u>
31.0	PROP	Dalewood Recreation Centre - Replacement of Roof	97		97	
33.0	PROP	Dalewood Recreation Centre - Mechanical / Electrical Retrofit	251		251	
43.0	PROP	Westmount Recreation Centre - Mech. / Electrical Retrofit	145		145	
62.0	FIRE	Indoor Training Facility	5,550		5,550	
70.0	ROAD	Replacement of Valley Inn Road Bridge	904	452	452	
82.0	PWD-S	Flower Planting in Reconstructed Concrete Medians -Centennial Parkway	320		320	126
87.6	PWD-S	Downtown Hamilton Improvement Plan - Phase II	1,793		1,793	88
87.7	PWD-S	Downtown Hamilton Improvement Plan - Phase III	1,609	52	1,557	1
87.8	PWD-S	Downtown Hamilton Improvement Plan - Phase IV	1,795	144	1,651	1
87.9	PWD-S	Downtown Hamilton Improvement Plan - Phase V	720		720	1
89.0	PWD-S	Construct Service Garage - Brampton Yard	1,284		1,284	
106.0	C&R	Children's Museum Redevelopment	9,500	1,988	7,512	30
107.0	C&R	Dundurn Castle - Historical Landscape Restoration	1,600	800	800	15
108.0	C&R	Whitehern Stable Rehabilitation	644	150	494	
112.0	C&R	Steam Museum 1913 Building Restoration and Rehabilitation	1,470	75	1,395	7
114.0	C&R	Artifact Laboratory and Storage Facility	2,100	600	1,500	
116.0	C&R	Riverdale Recreation and Seniors Centre	4,930		4,930	422
117.0	C&R	Relocate Martin Golf Course Workshop - Chedoke	712		712	
119.0	C&R	Hamilton Military Museum Redevelopment	4,315	1,438	2,877	10
120.0	C&R	Sedimentology Study - Hamilton-Scourge Project	200	200	0	
121.0	C&R	Ivor Wynne Stadium - Replace and Upgrade Seating	1,670		1,670	
123.0	C&R	Mountain Y.M.C.A. Proposal	8,000	5,000	3,000	
125.0	C&R	Indoor Bocce Facility	985	108	877	130
126.0	C&R	Ryerson Therapeutic Hot Pool	525		525	120
127.0	C&R	Ivor Wynne Stadium - West End Zone Expansion	5,475		5,475	
149.0	PWD-P	Park Development and Redevelopment Programme - Phase II	3,000		3,000	38
150.0	PWD-P	Bayfront Park Development - Phase I, II AND III	1,314		1,314	76
151.0	PWD-P	Bayfront Park Development - Phase IV	3,455	1,000	2,455	20
154.0	PWD-P	Bikeway Development	500		500	4
155.1	PWD-P	Hamilton Beach Land Acquisition and Sale	1,944	3,419	(1,475)	30
155.2	PWD-P	Hamilton Beach Recreational Trail Development	2,138	1,069	1,069	30
157.0	PWD-P	Crystal Palace - Study and Construction	8,151	8,151	0	50
158.0	PWD-P	Mountain Brow Park Fence and Pathway Reconstruction	1,581		1,581	12
159.0	PWD-P	Soccer Facilities Development	396		396	20
160.0	PWD-P	Gage Park Fencing Replacement	180		180	
161.0	PWD-P	Sackville Hill Memorial Park Redevelopment	719	150	569	8
162.0	PWD-P	William Connell Park Development	1,850		1,850	80

1997 budgets

city of hamilton

1997 - 2006 CAPITAL BUDGET PROGRAM
PROJECTS FOR FUTURE CONSIDERATION (Outside the Ten-Year Plan)
(000's)

<u>Project Number</u>	<u>Dep't.</u>	<u>Project Description</u>	<u>Gross Cost</u>	<u>Receipts/ Subsidy</u>	<u>Net Cost</u>	<u>Annual Operating Cost</u>
163.0	PWD-P	Mohawk Sports Park Development - Phase II	3,760		3,760	80
164.0	PWD-P	Open Space Corridor - Study and Construction	1,280		1,280	76
165.0	PWD-P	Waterfront Development	100,000	90,000	10,000	
166.0	PWD-P	Park Development - Undeveloped Sites	5,278		5,278	352
167.0	PWD-C	Downtown Action Plan -Hughson St. Redevelopment -Phase I	743		743	26
169.0	PWD-C	Downtown Action Plan - Phase VI of Interconnecting Streets	800		800	21
171.0	PWD-C	Crown Point East / McAnulty - Phase II	542		542	7
172.0	PWD-C	Ferguson Ave Implementation - Pedestrian/Bike Link - Escarpment & The Bay	3,121		3,121	61
173.0	PWD-C	Stipeley South Neighbourhood	551		551	29
174.0	PWD-C	Parkview (East and West)	266		266	14
175.0	PWD-C	Blakely / St. Clair Revitalization	532		532	29
176.0	PWD-C	Hughson St. Redevelopment -Downtown Action Plan Phase II	765		765	27
177.0	PWD-C	Commercial Improvement Programme - Phase II	2,500		2,500	35
178.0	PLAN	St. Mark's Centre	370		370	
181.0	PLAN	Property Acquisition Program - Alpha East Enclave	1,300	155	1,145	
183.9	PLAN	Neighbourhood Plan Review Program	170		170	
184.1	GRANTS	Capital Grants	50		50	
184.2	GRANTS	Capital Grants	50		50	
184.3	GRANTS	Capital Grants	50		50	
184.4	GRANTS	Capital Grants	50		50	
184.5	GRANTS	Capital Grants	50		50	
Projects Outside The 10-Year Plan			<u>204,050</u>	<u>114,951</u>	<u>89,099</u>	<u>2,076</u>

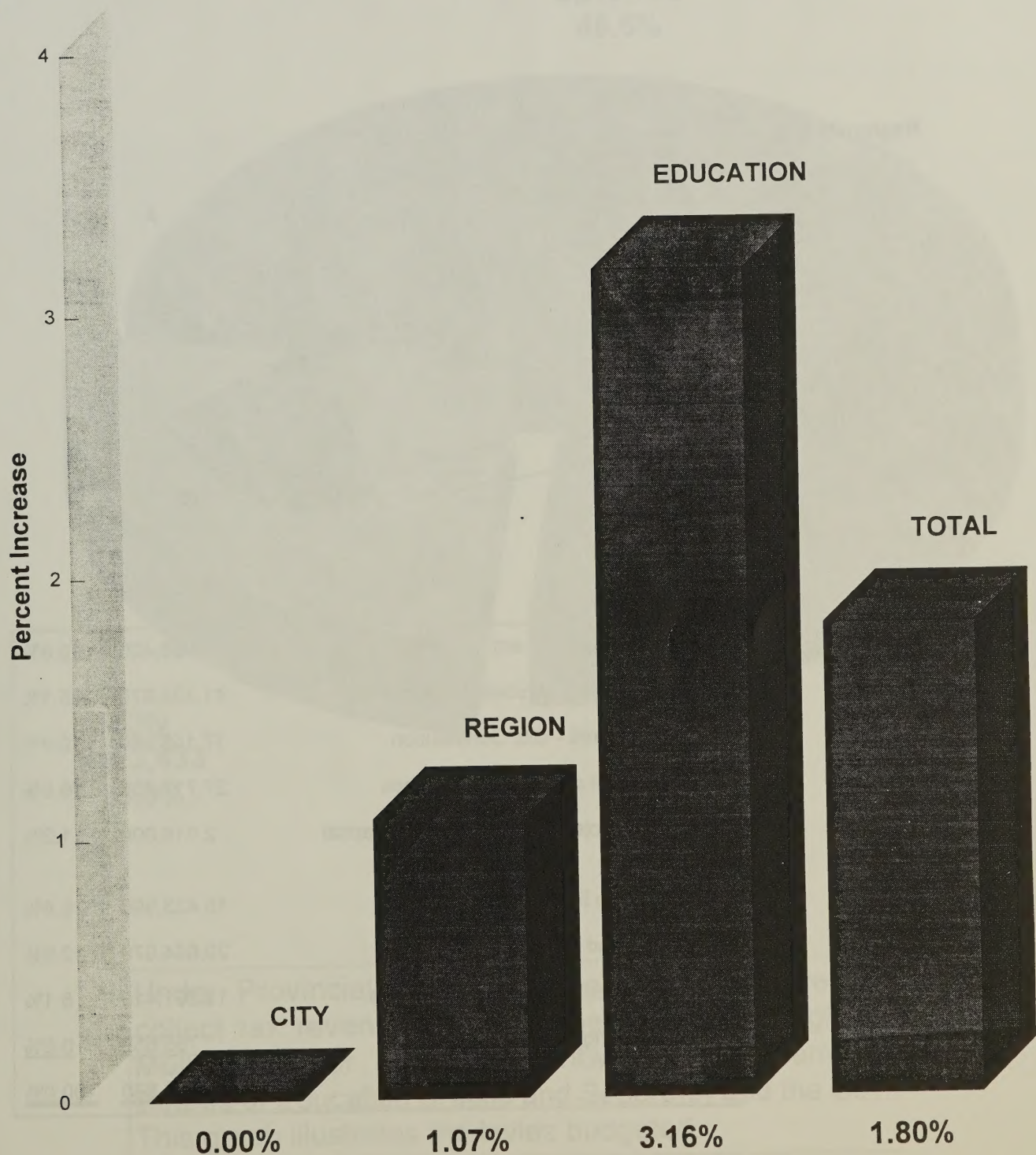
SELECTED

1996

BUDGET

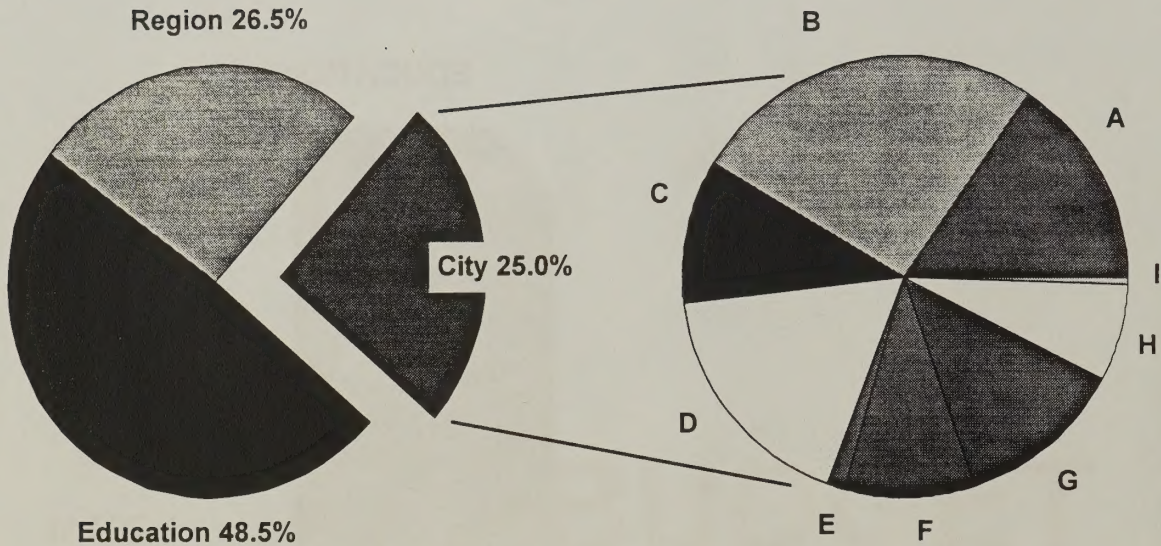
HIGHLIGHTS

PERCENTAGE INCREASE IN TAXES LEVIED 1996 OVER 1995



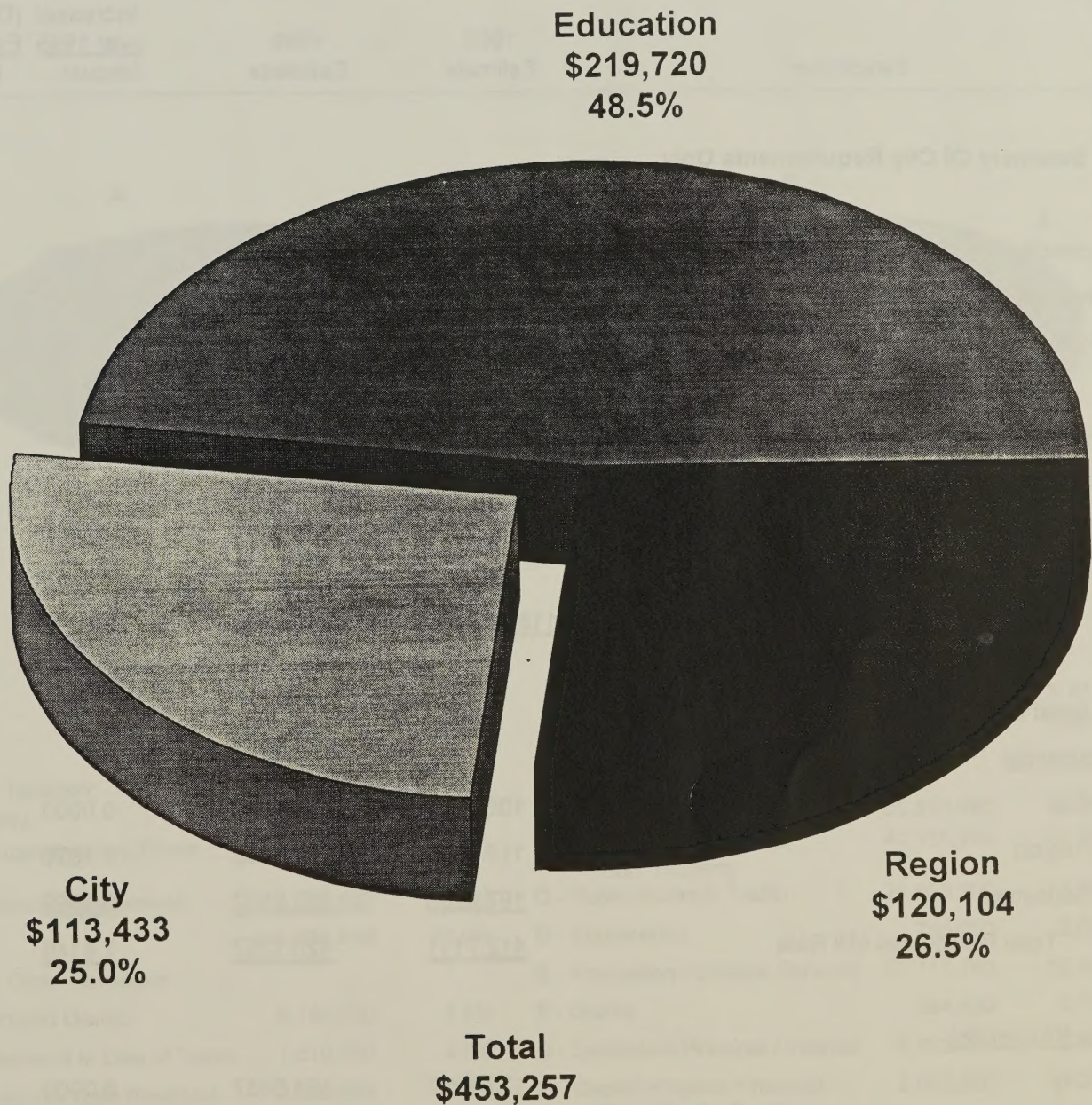
*1997 budgets
city of Hamilton*

WHERE YOUR 1996 TAX DOLLAR GOES



A	General Government	25,988,420	15.8%
B	Protection To Persons and Property	41,335,970	25.1%
C	Local Boards - City Contribution	17,148,560	10.4%
D	Recreation and Cultural Services	27,717,760	16.9%
E	Capital Projects Financed From Capital Funds	2,015,000	1.2%
F	Debenture Principal and Interest	15,423,990	9.4%
G	Streets and Sanitation	20,654,070	12.6%
H	Miscellaneous Other Expenditures	13,291,410	8.1%
I	Engineering	755,650	0.5%
		<u>164,330,830</u>	<u>100.0%</u>

1996 TAX DOLLAR APPORTIONMENT (000's)



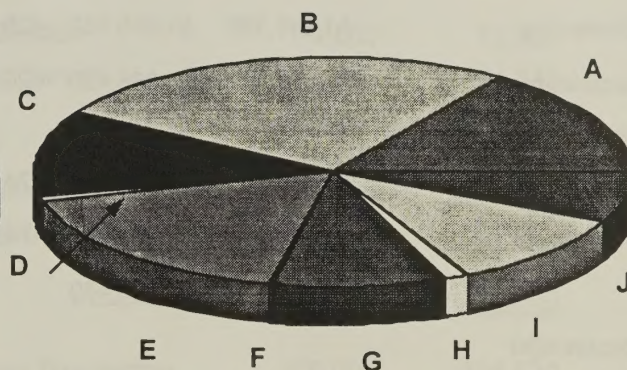
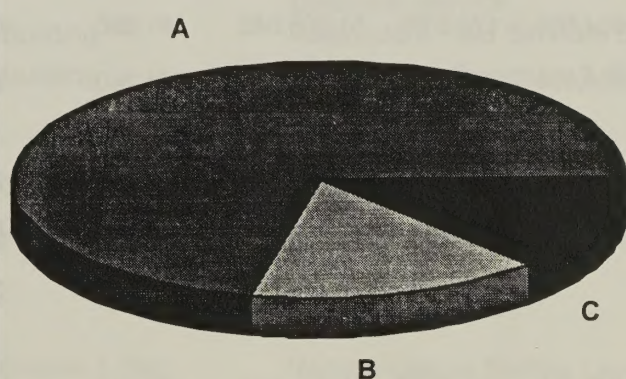
Under Provincial legislation, the City is required to collect tax revenue levied on behalf of the Regional Municipality of Hamilton-Wentworth, the Hamilton Boards of Education (Public and Separate) and the City. This graph illustrates the levies budgeted.

THE CORPORATION OF THE CITY OF HAMILTON
SUMMARY OF THE 1996 TAXATION REQUIREMENT

Description	1995 Estimate	1996 Estimate	Increase/ over 1995 Amount	(Decrease) Estimate Percent
A. Summary Of City Requirements Only				
Expenditures	165,088,990	164,330,830	(758,160)	(0.46%)
Revenues	<u>165,088,990</u>	<u>164,330,830</u>	<u>(758,160)</u>	<u>(0.46%)</u>
Additional Tax Requirement	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Summary of 1996 Total Levy:				
1. 1995 Levy	113,103,910	113,103,910		
2. Levy increase - .29% Assessment increase		328,910	328,910	
3. Additional Tax Requirement as outlined above		<u>0</u>	<u>0</u>	
Total 1996 Levy	<u>113,103,910</u>	<u>113,432,820</u>	<u>328,910</u>	<u>0.29%</u>
B. Total Mill Rate Comparisons				
<u>Residential</u>				
City	105.1413	105.1413	0.0000	0.00%
Region	110.1432	111.3252	1.1820	1.07%
Education	<u>197.4266</u>	<u>203.6592</u>	<u>6.2326</u>	<u>3.16%</u>
Total Residential Mill Rate	<u>412.7111</u>	<u>420.1257</u>	<u>7.4146</u>	<u>1.80%</u>
<u>Non-Residential</u>				
City	123.6957	123.6957	0.0000	0.00%
Region	129.5803	130.9709	1.3906	1.07%
Education	<u>232.2666</u>	<u>239.5991</u>	<u>7.3325</u>	<u>3.16%</u>
Total Non-Residential Mill Rate	<u>485.5426</u>	<u>494.2657</u>	<u>8.7231</u>	<u>1.80%</u>

NOTE: One Residential Mill for 1996 is estimated at \$1,078,861

1996 ESTIMATED CITY REVENUES AND EXPENDITURES



1996 ESTIMATED CITY REVENUES

<u>Source</u>	<u>Amount</u>	<u>% of Total</u>
A - Taxation:		
Levy	113,432,820	69.0%
Supplementary Taxes	1,153,160	0.7%
Special Assessment	<u>2,039,430</u>	<u>1.2%</u>
	116,625,410	70.9%
B - Other Revenues :		
Ontario Grants	9,130,720	5.6%
Payment in Lieu of Taxes	7,518,900	4.6%
Transfer from Reserves	2,990,000	1.8%
Financial Accounts	<u>9,328,380</u>	<u>5.7%</u>
	28,968,000	17.7%
C - User Fees	<u>18,737,420</u>	<u>11.4%</u>
	<u>164,330,830</u>	<u>100.0%</u>

1996 ESTIMATED CITY EXPENDITURES

<u>Function</u>	<u>Amount</u>	<u>% of Total</u>
A - General Government	25,610,090	15.6%
B - Protection To Persons And Property	41,335,970	25.2%
C - Public Works & Traffic	21,058,500	12.8%
D - Engineering	755,650	0.5%
E - Recreation / Cultural Services	27,717,760	16.9%
F - Grants	384,430	0.2%
G - Debenture Principal / Interest	15,423,990	9.4%
H - Capital Projects Financed From Capital Funds	2,015,000	1.2%
I - Local Boards - Municipal Contribution	17,148,560	10.4%
J - Misc. Other Expenditures	<u>12,880,880</u>	<u>7.8%</u>
	<u>164,330,830</u>	<u>100.0%</u>

THE CORPORATION OF THE CITY OF HAMILTON
COMPARATIVE SUMMARY OF TAXATION - BY CLASSIFICATION

Description	1995 Actual	1995 Estimate	Assessment	Mills	1996 Estimate	Increase/ over 1995 Amount	(Decrease) Estimate Percent
Realty							
Residential							
City of Hamilton	63,343,204	63,313,750	603,982,507	105.1413	63,503,500	189,750	0.3%
Hamilton-Wentworth Region	66,325,790	66,325,790	603,982,507	111.3252	67,238,480	912,690	1.4%
Board of Education							
- Elementary	51,616,160	51,616,160	429,004,505	120.5303	51,708,040	91,880	0.2%
- Secondary	33,268,430	33,268,430	429,004,505	83.1289	35,662,670	2,394,240	7.2%
Separate School Board							
- Elementary	20,675,340	20,675,340	174,978,002	120.5303	21,090,150	414,810	2.0%
- Secondary	<u>13,325,990</u>	<u>13,325,990</u>	174,978,002	83.1289	<u>14,545,730</u>	<u>1,219,740</u>	<u>9.2%</u>
	<u>248,554,914</u>	<u>248,525,460</u>			<u>253,748,570</u>	<u>5,223,110</u>	<u>2.1%</u>
Non-Residential							
City of Hamilton	34,404,032	34,437,420	279,990,385	123.6957	34,633,610	196,190	0.6%
Hamilton-Wentworth Region	36,075,720	36,075,720	279,990,385	130.9709	36,670,590	594,870	1.6%
Board of Education							
- Elementary	30,634,950	30,634,950	214,526,448	141.8004	30,419,960	(214,990)	(0.7%)
- Secondary	19,745,310	19,745,310	214,526,448	97.7987	20,980,370	1,235,060	6.3%
Separate School Board							
- Elementary	8,685,600	8,685,600	65,463,937	141.8004	9,282,810	597,210	6.9%
- Secondary	<u>5,598,170</u>	<u>5,598,170</u>	65,463,937	97.7987	<u>6,402,290</u>	<u>804,120</u>	<u>14.4%</u>
	<u>135,143,782</u>	<u>135,177,170</u>			<u>138,389,630</u>	<u>3,212,460</u>	<u>2.4%</u>
Business							
City of Hamilton	15,334,933	15,352,740	123,655,985	123.6957	15,295,710	(57,030)	(0.4%)
Hamilton-Wentworth Region	16,083,130	16,083,130	123,655,985	130.9709	16,195,340	112,210	0.7%
Board of Education							
- Elementary	13,527,450	13,527,450	93,914,920	141.8004	13,317,180	(210,270)	(1.6%)
- Secondary	8,718,920	8,718,920	93,914,920	97.7987	9,184,740	465,820	5.3%
Separate School Board							
- Elementary	4,002,270	4,002,270	29,741,065	141.8004	4,217,300	215,030	5.4%
- Secondary	<u>2,579,610</u>	<u>2,579,610</u>	29,741,065	97.7987	<u>2,908,630</u>	<u>329,020</u>	<u>12.8%</u>
	<u>60,246,313</u>	<u>60,264,120</u>			<u>61,118,900</u>	<u>854,780</u>	<u>1.4%</u>
	<u>443,945,009</u>	<u>443,966,750</u>			<u>453,257,100</u>	<u>9,290,350</u>	<u>2.1%</u>

**1996 Budget Adjustment Packages Recommended by the Committee of the Whole
on February 15, 1996 and Approved by City Council on February 27, 1996**

<u>No.</u>	<u>Department</u>	<u>Description</u>	<u>Effective</u>	<u>Annualized</u>	<u>F.T.E.s</u>
1 Building		Issue permit & inspect new water sewer serv.	26,250	35,000	
2 Building		Restructure Customer Service Division	26,220	26,220	1.0
3 Building		Transfer Land Division function back to City	25,000	25,000	-0.5
4 Building		Restructure Loan Application function into Customer Service	38,530	38,530	1.0
5 Building		Restructure Field Services Division	10,800	12,960	
6 Building		Adjustment - Revenues & Staff levels	<u>144,040</u>	<u>144,040</u>	<u>6.0</u>
			<u>270,840</u>	<u>281,750</u>	<u>7.5</u>
7 Clerks		Postage - Administrative Division	6,500	6,500	
8 Clerks		Reduce rent-photocopiers account-Print&Mail Section	<u>50,000</u>	<u>50,000</u>	
			<u>56,500</u>	<u>56,500</u>	<u>0.0</u>
9 Culture & Rec.		Reduce Casual Staffing Levels-Recreation Centres	100,000	114,830	3.0
10 Culture & Rec.		Departmental Reorganization	<u>80,000</u>	<u>169,200</u>	<u>3.0</u>
			<u>180,000</u>	<u>284,030</u>	<u>6.0</u>
11 Fire		Reduction of Staff	<u>400,000</u>	<u>400,000</u>	<u>8.0</u>
12 Human Resources		Elimination of HR's portion of Disaster Recovery Plan	28,610	28,610	
13 Human Resources		Eliminate Safety promotions budget/reduce various misc. acc'ts.	7,500	7,500	
14 Human Resources		Reduction of Staff		44,450	1.0
15 Human Resources		Reduction of Staff		<u>24,520</u>	<u>0.5</u>
			<u>36,110</u>	<u>105,080</u>	<u>1.5</u>
16 Information Sys		Reduction of staff	77,000	77,000	1.0
17 Information Sys		Reduction or elimination of software packages and/or mtnce.	67,410	67,410	
18 Information Sys		Lease/purchase used computer equipment	42,000	42,000	
19 Information Sys		Postpone Disaster Recovery Project for alternate processing site	22,000	22,000	
20 Information Sys		Reduce staff training	10,000	10,000	
21 Information Sys		Reduction of staff	<u>14,000</u>	<u>14,000</u>	
			<u>232,410</u>	<u>232,410</u>	<u>1.0</u>

**1996 Budget Adjustment Packages Recommended by the Committee of the Whole
on February 15, 1996 and Approved by City Council on February 27, 1996**

<u>No.</u>	<u>Department</u>	<u>Description</u>	<u>Effective</u>	<u>Annualized</u>	<u>F.T.E.s</u>
22	Law	Reduction of staff	42,700	42,700	1.0
23	Law	Reduce outside agencies	<u>10,000</u>	<u>10,000</u>	
			<u>52,700</u>	<u>52,700</u>	<u>1.0</u>
24	Planning	Reduction of Staff - PREVIOUSLY APPROVED	50,240	50,240	1.0
25	Planning	Capitalization of work related to Official Plan	<u>41,360</u>	<u>41,360</u>	
			<u>91,600</u>	<u>91,600</u>	<u>1.0</u>
26	Property	Reduction of Staff - PREVIOUSLY APPROVED	36,020	36,020	1.0
27	Property	Cancel Subscription (Teela-market sales data)	2,400	3,200	
28	Property	Eliminate allowance for Special Events (City Hall)	4,000	5,000	
29	Property	Reduce caretaking 50% (KingSt.Pedestrian Overpass)	2,700	3,600	
30	Property	Replace contract services for annual Winter Mtnce.	6,920	6,920	
31	Property	Eliminate contract cleaning services-various locations	28,840	38,450	
32	Property	Eliminate refrigeration contract - Farmers' Market	9,270	12,360	
33	Property	Reduce window cleaning-City Hall	2,200	2,200	
34	Property	Reduce concrete / railing repairs City Hall by 43%	15,000	15,000	
35	Property	Reduce general building repairs program by 7.8%	<u>58,570</u>	<u>78,090</u>	
			<u>165,920</u>	<u>200,840</u>	<u>1.0</u>
36	PW / Traffic	Reduction of Staff - PREVIOUSLY APPROVED	222,500	222,500	3.0
37	PW / Traffic	Reduction 10% funding Parks Maintenance	129,000	129,000	2.0
38	PW / Traffic	Reduction to Rental of Equipment	76,000	76,000	
39	PW / Traffic	Traffic Islands Floral Gardens - sponsorship	50,000	50,000	
40	PW / Traffic	Street Lighting - Hydro Charges	85,100	85,100	
41	PW / Traffic	Reduction to Rental of Equipment-Forestry	50,000	50,000	
42	PW / Traffic	Eliminate Winter start up costs	65,600	65,600	
43	PW / Traffic	Training reduction	20,000	20,000	
44	PW / Traffic	Reduction to Defensive Driver Training Program	3,000	3,000	
45	PW / Traffic	Reduction Blood Donors Promotion Program	1,500	1,500	
46	PW / Traffic	Reduce Literacy Training Program	12,000	12,000	
47	PW / Traffic	Staff reduction Noise Control/Barking Dog	12,000	12,000	
48	PW / Traffic	Reduction of staff	66,840	66,840	1.0
49	PW / Traffic	Elimination Supervisory Chargeback	50,000	50,000	
50	PW / Traffic	Unit Reduction-Sanitation	140,000	140,000	
51	PW / Traffic	Reduction fleet operating costs	200,000	200,000	
52	PW / Traffic	Salary Base Reduction for Sanitation	300,000	300,000	4.0
53	PW / Traffic	Eliminate tree watering	13,740	13,740	

1997 budgets

city of hamilton

**1996 Budget Adjustment Packages Recommended by the Committee of the Whole
on February 15, 1996 and Approved by City Council on February 27, 1996**

<u>No.</u>	<u>Department</u>	<u>Description</u>	<u>Effective</u>	<u>Annualized</u>	<u>F.T.E.s</u>
54	PW / Traffic	Reduce general administration	1,180	1,180	
55	PW / Traffic	Reduction of staff	9,200	9,200	1.0
56	PW / Traffic	Reduction of staff	42,700	42,700	1.0
57	PW / Traffic	Reduction of staff	42,700	42,700	1.0
58	PW / Traffic	Eliminate contractual grass cutting	9,000	9,000	
59	PW / Traffic	Reduction fleet services rental	5,000	5,000	
60	PW / Traffic	Reduction of staff	42,270	42,270	1.0
61	PW / Traffic	Reduction - new and maintenance of signs	<u>20,000</u>	<u>20,000</u>	<u>0.2</u>
			<u>1,669,330</u>	<u>1,669,330</u>	<u>14.2</u>
62	Treasury	Reduction of Staff - PREVIOUSLY APPROVED	71,710	71,710	1.0
63	Treasury	Re-organization - Revenue Division / Bailiff Program	<u>55,000</u>	<u>110,000</u>	<u>0.0</u>
			<u>126,710</u>	<u>181,710</u>	<u>1.0</u>
64	Library	Voluntary Christmas Closure	40,000	40,000	
65	Library	Reduction of staff	81,670	140,000	3.0
66	Library	Gapping for sick leave & unpaid leave of absences	130,000	130,000	
67	Library	Reduction of staff	14,110	24,190	0.5
68	Library	Reduction of staff	43,660	43,660	1.0
69	Library	Reorganizational procedures and changes	222,800	222,800	
70	Library	Reduction of staff	<u>85,000</u>	<u>85,000</u>	<u>1.0</u>
			<u>617,240</u>	<u>685,650</u>	<u>5.5</u>
71	HECFI	Reduction in Marketing and Promotion	33,450	33,450	
72	HECFI	Reduction of temporary staff	17,710	17,710	1.0
73	HECFI	Reduction of staff	72,420	72,420	1.0
74	HECFI	Elimination of contractual increase for cleaning Copps	4,950	4,950	
75	HECFI	Reduction in outside Legal	8,000	8,000	
76	HECFI	Utilization of less sophisticated photocopiers	<u>6,000</u>	<u>6,000</u>	
			<u>142,530</u>	<u>142,530</u>	<u>2.0</u>
Total Packages Recommended by the Committee of the Whole			<u>4,041,890</u>	4,384,130	49.7
Less Packages Previously Approved & Included in Maintenance Budgets				<u>(380,470)</u>	<u>(6.0)</u>
Total Packages Recommended Affecting the Mill Rate				<u>4,003,660</u>	<u>43.7</u>

**1996 - 2005 CAPITAL BUDGET PROGRAM
PROJECTS IN DEPARTMENT ORDER (\$000's)
Approved By Council on 1996 January 30**

Project Number	Dep't	Project Description	Start	Finish	Gross Cost	Receipts/ Subsidy	1996
HOUSING							
1.0	HD	Municipal Non-Profit Housing Corp - Land Banking	1996	1996	1,000	1,000	
2.1	HD	Municipal Non-Profit Housing Corp - Land Banking	1997	1997	1,000	1,000	
2.2	HD	Municipal Non-Profit Housing Corp - Land Banking	1998	1998	1,000	1,000	
2.3	HD	Municipal Non-Profit Housing Corp - Land Banking	1999	1999	1,000	1,000	
2.4	HD	Municipal Non-Profit Housing Corp - Land Banking	2000	2000	1,000	1,000	
2.5	HD	Municipal Non-Profit Housing Corp - Land Banking	2001	2001	1,000	1,000	
2.6	HD	Municipal Non-Profit Housing Corp - Land Banking	2002	2002	1,000	1,000	
2.7	HD	Municipal Non-Profit Housing Corp - Land Banking	2003	2003	1,000	1,000	
2.8	HD	Municipal Non-Profit Housing Corp - Land Banking	2004	2004	1,000	1,000	
2.9	HD	Municipal Non-Profit Housing Corp - Land Banking	2005	2005	1,000	1,000	
3.0	HD	Upgrade of Ada Pritchard and Macassa Park Apartments	2001	2001	<u>1,339</u>	<u>0</u>	<u>0</u>
Sub-total Housing		(NET CITY COSTS - 1,339)			<u>11,339</u>	<u>10,000</u>	<u>0</u>
CITY CLERK							
4.1	CLERK	Election System - Acquisition and Replacement	1996	1996	100		100
4.0	CLERK	Election System	2002	2002	<u>550</u>	<u>0</u>	<u>0</u>
Sub-total City Clerk		(NET CITY COSTS - 650)			<u>650</u>	<u>0</u>	<u>100</u>
BUILDING							
5.0	BLDG	Hamilton Rehabilitation Assistance Programme	2003	2003	<u>500</u>	<u>0</u>	<u>0</u>
Sub-total Building		(NET CITY COSTS - 500)			<u>500</u>	<u>0</u>	<u>0</u>
PROPERTY							
7.0	PROP	Major Maintenance to Civic Buildings	1996	1996	841		841
8.0	PROP	CUP-Various Capital Replacements / Revisions & New Equip't.	1996	1996	200		200
9.0	PROP	Energy Management Projects	1996	1996	111		111
10.0	PROP	CUP - Building Automation System Upgrade	1996	1996	120		120
11.0	PROP	Central Memorial - Mechanical / Electrical Upgrade	1996	1996	145		145
12.0	PROP	West Avenue School - Retrofit Heating System	2005	2005	198		
13.0	PROP	Market/Library Re-Roofing Phase II	1996	1996	578		578
14.1	PROP	Convert Air Conditioning Equipment from CFC11 to SUVA-123	1996	1996	158		158
14.2	PROP	Convert Air Conditioning Equipment from CFC11 to SUVA-123	1997	1997	171		
14.3	PROP	Convert Air Conditioning Equipment from CFC11 to SUVA-123	1998	1998	171		
15.0	PROP	Copps Coliseum-Major Overhaul-Refrigeration & A/C Equip't.	1996	1996	228		228
16.0	PROP	City Hall-Replace Existing Chillers & Associated Equipment	1998	1998	0		
17.0	PROP	Dundurn Castle - Hot Water Boiler System Renovations	1996	1996	126		126
18.0	PROP	Hamilton Public Library-Fire Panel / PA System Replacement	1996	1996	169		169
19.0	PROP	Balfour Estate - Building Envelope Restoration	2002	2002	193		
21.0	PROP	Accommodation Requirements - City Hall	1998	1998	50		
22.1	PROP	Major Maintenance to Civic Buildings	1997	1997	500		
22.2	PROP	Major Maintenance to Civic Buildings	1998	1998	600		

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<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>Nature of Funding</u>	<u>Annual Debt Charges</u>	<u>Project Number</u>
									RPP		1.0
									RPP		2.1
									RPP		2.2
									RPP		2.3
									RPP		2.4
									RPP		2.5
									RPP		2.6
									RPP		2.7
									RPP		2.8
									RPP		2.9
				<u>1,339</u>					CL		3.0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,339</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>			
									CL		4.1
					<u>550</u>				CL		4.0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>550</u>	<u>0</u>	<u>0</u>	<u>0</u>			
						<u>500</u>			RCP		5.0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>500</u>	<u>0</u>	<u>0</u>			
									CL		7.0
									RCP		8.0
									CL		9.0
									RCP		10.0
									RCP		11.0
								198	CL		12.0
									RCP		13.0
									RCP		14.1
171									CL		14.2
	171								CL		14.3
									CL		15.0
	0								RCP/CL		16.0
									RCP		17.0
									CL		18.0
					193				CL		19.0
	50								RCP		21.0
500									RCP		22.1
	600								CL		22.2

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Property - continued							
22.3	PROP	Major Maintenance to Civic Buildings	1999	1999	600		
22.4	PROP	Major Maintenance to Civic Buildings	2000	2000	700		
22.5	PROP	Major Maintenance to Civic Buildings	2001	2001	700		
22.6	PROP	Major Maintenance to Civic Buildings	2002	2002	800		
22.7	PROP	Major Maintenance to Civic Buildings	2003	2003	800		
22.8	PROP	Major Maintenance to Civic Buildings	2004	2004	900		
22.9	PROP	Major Maintenance to Civic Buildings	2005	2005	900		
23.1	PROP	CUP-Various Capital Replacements / Revisions & New Equip't.	1998	1998	80		
23.2	PROP	CUP-Various Capital Replacements / Revisions & New Equip't.	1998	1998	90		
23.3	PROP	CUP-Various Capital Replacements / Revisions & New Equip't.	1999	1999	90		
23.4	PROP	CUP-Various Capital Replacements / Revisions & New Equip't.	2000	2000	100		
23.5	PROP	CUP-Various Capital Replacements / Revisions & New Equip't.	2001	2001	100		
23.6	PROP	CUP-Various Capital Replacements / Revisions & New Equip't.	2002	2002	110		
23.7	PROP	CUP-Various Capital Replacements / Revisions & New Equip't.	2003	2003	110		
23.8	PROP	CUP-Various Capital Replacements / Revisions & New Equip't.	2004	2004	120		
23.9	PROP	CUP-Various Capital Replacements / Revisions & New Equip't.	2005	2005	120		
24.2	PROP	Energy Management Projects	1998	1998	0		
24.3	PROP	Energy Management Projects	1999	1999	0		
24.4	PROP	Energy Management Projects	2000	2000	0		
24.5	PROP	Energy Management Projects	2001	2001	250		
24.6	PROP	Energy Management Projects	2002	2002	250		
24.7	PROP	Energy Management Projects	2003	2003	300		
24.8	PROP	Energy Management Projects	2004	2004	300		
24.9	PROP	Energy Management Projects	2005	2005	350		
25.0	PROP	Hill Park Pool - Mechanical / Electrical Refurbishing	1997	1997	289		
26.0	PROP	City Hall - Replacement of Boilers	1997	1997	145		
27.0	PROP	MacNab Recreation Centre - Replacement of Roof	1997	1997	169		
28.1	PROP	Accommodation Requirements - City Hall	2002	2002	50		
28.2	PROP	Accommodation Requirements - City Hall	2002	2002	50		
28.3	PROP	Accommodation Requirements - City Hall	2002	2002	50		
28.4	PROP	Accommodation Requirements - City Hall	2002	2002	50		
28.5	PROP	Accommodation Requirements - City Hall	2002	2002	50		
28.6	PROP	Accommodation Requirements - City Hall	2002	2002	50		
28.7	PROP	Accommodation Requirements - City Hall	2003	2003	50		
28.8	PROP	Accommodation Requirements - City Hall	2004	2004	50		
28.9	PROP	Accommodation Requirements - City Hall	2005	2005	50		
29.0	PROP	MacNab Street Truck Tunnel - Ramp Heating	2002	2002	68		
30.0	PROP	Central Fire - Mechanical/Electrical Refurbishing	1998	1998	241		

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		600							CL		22.3
			700						RCP		22.4
				700					CL		22.5
					800				CL		22.6
						800			CL		22.7
							900		RCP		22.8
								900	RCP		22.9
	80								CL		23.1
	90								^CL		23.2
		90							CL		23.3
			100						CL		23.4
				100					CL		23.5
					110				CL		23.6
						110			CL		23.7
							120		CL		23.8
								120	CL		23.9
	0								CL	0	24.2
		0							CL	0	24.3
			0						CL	0	24.4
				250					CL	(50)	24.5
					250				CL	(50)	24.6
						300			CL	(60)	24.7
							300		CL	(60)	24.8
								350	CL	(70)	24.9
289									CL		25.0
145									RCP		26.0
169									CL		27.0
					50				RCP		28.1
					50				RCP		28.2
					50				RCP		28.3
					50				RCP		28.4
					50				RCP		28.5
					50				RCP		28.6
						50			CL		28.7
							50		CL		28.8
								50	RCP/CL		28.9
					68				CL		29.0
	241								RCP		30.0

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PROPERTY - continued							
32.0	PROP	West Avenue School - Replacement of Roof	2004	2004	166		
33.0	PROP	Bennetto Recreation Centre - Replacement of Roof	1999	1999	116		
34.0	PROP	Dalewood Recreation Centre - Replacement of Roof	1999	1999	97		
35.0	PROP	Churchill Recreation Centre-Mechanical/Electrical Upgrade	1999	1999	203		
36.0	PROP	Dalewood Recreation Centre - Mechanical/Electrical Upgrade	1999	1999	251		
37.0	PROP	Library/Market - Boiler Retrofit	1999	1999	217		
38.0	PROP	CUP - Building Automation System Upgrade - Phase II	2000	2000	1,300		
39.0	PROP	Major Accommodation Refurbishing - City Hall	2003	2004	4,500		
40.0	PROP	City Hall - Replacement of Roof - Phase II	2000	2000	500		
41.0	PROP	Laurier District Centre - Mechanical/Electrical Refurbishing	2000	2000	299		
42.0	PROP	Laurier District Centre - Replacement of Roof	2000	2000	116		
43.0	PROP	Westmount Recreation Centre - Mech. / Electrical Upgrade	2001	2001	145		
44.0	PROP	Lawfield Arena - Mechanical / Electrical Upgrade	2000	2000	386		
45.0	PROP	Football Hall of Fame - Mechanical / Electrical Retrofit	2002	2002	251		
46.0	PROP	Mountain Arena - Mechanical / Electrical Upgrade	2000	2000	347		
47.0	PROP	Westmount Recreation Centre - Replacement of Roof	2000	2000	116		
48.0	PROP	Copps Coliseum - Steam to Hot Water Conversion - Phase II	2000	2000	125		
50.0	PROP	Ryerson Recreation Centre - Replacement of Roof	2001	2001	116		
51.0	PROP	Hill Park Recreation Centre - Reroofing	2001	2001	97		
52.0	PROP	Kenilworth Composite Building - Mechanical/Electrical Retrofit	2001	2001	193		
53.0	PROP	Rosedale Arena - Mechanical / Electrical Upgrade	2003	2003	386	0	0
Sub-total Property (NET CITY COSTS - 23,618)					23,618	0	2,676
FIRE							
53.9	FIRE	Fire Department Master Plan Study	1996	1996	50		50
54.0	FIRE	Public Safety Trunking Radio - Increased Cost	1998	1998	420		
55.0	FIRE	Vehicle / Apparatus Replacement	1996	1996	1,200		1,200
56.0	FIRE	Fire Station - Woodward & Melvin - Design & Construction	2002	2002	2,179		
57.1	FIRE	Vehicle / Apparatus Replacement	1997	1997	169		
57.2	FIRE	Vehicle / Apparatus Replacement	1998	1998	1,870		
57.3	FIRE	Vehicle / Apparatus Replacement	1999	1999	160		
57.4	FIRE	Vehicle / Apparatus Replacement	2000	2000	360		
57.5	FIRE	Vehicle / Apparatus Replacement	2001	2001	454		
57.6	FIRE	Vehicle / Apparatus Replacement	2002	2002	1,250		
57.7	FIRE	Vehicle / Apparatus Replacement	2003	2003	935		
57.8	FIRE	Vehicle / Apparatus Replacement	2004	2004	515		
57.9	FIRE	Vehicle / Apparatus Replacement	2005	2005	749		
58.0	FIRE	Second Apparatus Door at Two Fire Stations	2003	2003	95		

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							166		CL		32.0
		116							CL		33.0
		97							CL		34.0
		203							CL		35.0
		251							CL/RCP		36.0
		217							CL	(20)	37.0
			1,300						CL		38.0
						3,441	1,059		CL		39.0
			500						CL		40.0
			299						CL		41.0
			116						CL		42.0
				145					CL		43.0
			386						RCP		44.0
					251				CL		45.0
			347						CL		46.0
			116						CL		47.0
			125						CL		48.0
				116					CL		50.0
				97					CL		51.0
				193					CL		52.0
						386			CL		53.0
<u>1,274</u>	<u>1,232</u>	<u>1,574</u>	<u>3,989</u>	<u>1,601</u>	<u>1,972</u>	<u>5,087</u>	<u>2,595</u>	<u>1,618</u>		(378)	
									RCP		53.9
	420								CL		54.0
									RRME		55.0
					2,179				CL		56.0
169									RRME		57.1
	1,870								RRME		57.2
		160							RRME		57.3
			360						RRME		57.4
				454					RRME		57.5
					1,250				RRME		57.6
						935			RRME		57.7
							515		RRME		57.8
								749	RRME		57.9
						95			CL	1	58.0

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FIRE - continued							
59.0	FIRE	Fire Station - Ray Street - Design	2002	2002	213		
60.0	FIRE	Fire Station - Ray Street - Construction	2004	2004	2,418		
61.0	FIRE	Fire Station - Kenilworth Avenue - Design & Construction	2005	2005	<u>3,430</u>	<u>0</u>	<u>0</u>
	Sub-total Fire	(NET CITY COSTS - 16,467)			<u>16,467</u>	<u>0</u>	<u>1,250</u>
PUBLIC WORKS & TRAFFIC - FLEET SERVICES							
63.0	PWD-F	Replacement of Computerized Fuel Control System	2002	2002	174		
64.0	PWD-F	Vehicle Replacement Program	1996	1996	2,945		2,945
65.1	PWD-F	Vehicle Replacement Program	1997	1997	4,690		
65.2	PWD-F	Vehicle Replacement Program	1998	1998	5,009		
65.3	PWD-F	Vehicle Replacement Program	1999	1999	5,359		
65.4	PWD-F	Vehicle Replacement Program	2000	2000	5,745		
65.5	PWD-F	Vehicle Replacement Program	2001	2001	6,170		
65.6	PWD-F	Vehicle Replacement Program	2002	2002	6,637		
65.7	PWD-F	Vehicle Replacement Program	2003	2003	7,151		
65.8	PWD-F	Vehicle Replacement Program	2004	2004	7,716		
65.9	PWD-F	Vehicle Replacement Program	2005	2005	<u>8,338</u>	<u>0</u>	<u>0</u>
	Sub-total Public Works & Traffic - Fleet Services	(NET CITY COSTS - 59,934)			<u>59,934</u>	<u>0</u>	<u>2,945</u>
ROADS							
66.0	ROAD	City's Share of Services Through Unsubdivided Lands	1996	1996	1,000		1,000
67.1	ROAD	City's Share of Services Through Unsubdivided Lands	1997	1997	1,021		
67.2	ROAD	City's Share of Services Through Unsubdivided Lands	1998	1998	1,042		
67.3	ROAD	City's Share of Services Through Unsubdivided Lands	1999	1999	1,356		
67.4	ROAD	City's Share of Services Through Unsubdivided Lands	2000	2000	1,377		
67.5	ROAD	City's Share of Services Through Unsubdivided Lands	2001	2001	1,399		
67.6	ROAD	City's Share of Services Through Unsubdivided Lands	2002	2002	1,421		
67.7	ROAD	City's Share of Services Through Unsubdivided Lands	2003	2003	1,444		
67.8	ROAD	City's Share of Services Through Unsubdivided Lands	2004	2004	1,467		
67.9	ROAD	City's Share of Services Through Unsubdivided Lands	2005	2005	1,490		
68.0	ROAD	Rehabilitation of Bay Street Overhead Bridge	1996	1996	40		40
69.1	ROAD	Railway Crossing - Hi Rail Installation	1997	1997	95	10	
69.2	ROAD	Railway Crossing - Hi Rail Installation	1998	1998	96	10	
69.3	ROAD	Railway Crossing - Hi Rail Installation	1999	1999	97	10	
69.4	ROAD	Railway Crossing - Hi Rail Installation	2000	2000	98	10	

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					213				CL/RCP		59.0
							2,418		DEB		60.0
								<u>3,430</u>	DEB/CL		61.0
<u>169</u>	<u>2,290</u>	<u>160</u>	<u>360</u>	<u>454</u>	<u>3,642</u>	<u>1,030</u>	<u>2,933</u>	<u>4,179</u>		1	
					174				CL		63.0
									RRME		64.0
4,690									RRME		65.1
	5,009								RRME		65.2
		5,359							RRME		65.3
			5,745						RRME		65.4
				6,170					RRME		65.5
					6,637				RRME		65.6
						7,151			RRME		65.7
							7,716		RRME		65.8
								<u>8,338</u>	RRME		65.9
<u>4,690</u>	<u>5,009</u>	<u>5,359</u>	<u>5,745</u>	<u>6,170</u>	<u>6,811</u>	<u>7,151</u>	<u>7,716</u>	<u>8,338</u>		0	
									RSTUL	20	66.0
1,021									RSTUL/RDC		67.1
	1,042								RSTUL/RDC		67.2
		1,356							RSTUL/RDC		67.3
			1,377						RSTUL/RDC		67.4
				1,399					RSTUL/RDC		67.5
					1,421				RSTUL/RDC		67.6
						1,444			RSTUL/RDC		67.7
							1,467		RSTUL/RDC		67.8
								1,490	RSTUL/RDC		67.9
									CL/RCP		68.0
85									RCP		69.1
	86								RCP		69.2
		87							CL		69.3
			88						CL		69.4

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ROADS - continued							
69.5	ROAD	Railway Crossing - Hi Rail Installation	2001	2001	99	10	
69.6	ROAD	Railway Crossing - Hi Rail Installation	2002	2002	100	10	
69.7	ROAD	Railway Crossing - Hi Rail Installation	2003	2003	101	10	
69.8	ROAD	Railway Crossing - Hi Rail Installation	2004	2004	102	10	
69.9	ROAD	Railway Crossing - Hi Rail Installation	2005	2005	103	10	
70.0	ROAD	Replacement of Valley Inn Road Bridge	2005	2005	906	453	
71.1	ROAD	Storm Water Natural Retention System - Rymal Road East	1996	1996	50		50
71.2	ROAD	Storm Water Natural Retention System - Rymal Road East	1998	1998	<u>200</u>	<u>0</u>	<u>0</u>
Sub-total Roads		(NET CITY COSTS - 14,561)			<u>15,104</u>	<u>543</u>	<u>1,090</u>
PUBLIC WORKS & TRAFFIC - TRAFFIC							
72.1	PWD-T	Traffic Sign Replacement	1996	1996	75		75
72.2	PWD-T	Traffic Sign Replacement	1997	1997	75		
72.3	PWD-T	Traffic Sign Replacement	1998	1998	75		
72.4	PWD-T	Traffic Sign Replacement	1999	1999	75		
72.5	PWD-T	Traffic Sign Replacement	2000	2000	75		
72.6	PWD-T	Traffic Sign Replacement	2001	2001	75		
74.0	PWD-T	Traffic Signal Modernization	1996	1996	74		74
74.1	PWD-T	Traffic Signal Modernization	1997	1997	75		
74.2	PWD-T	Traffic Signal Modernization	1998	1998	77		
74.3	PWD-T	Traffic Signal Modernization	1999	1999	79		
74.4	PWD-T	Traffic Signal Modernization	2000	2000	83		
74.5	PWD-T	Traffic Signal Modernization	2001	2001	85		
74.6	PWD-T	Traffic Signal Modernization	2002	2002	86		
74.7	PWD-T	Traffic Signal Modernization	2003	2003	89		
74.8	PWD-T	Traffic Signal Modernization	2004	2004	90		
74.9	PWD-T	Traffic Signal Modernization	2005	2005	<u>92</u>	<u>0</u>	<u>0</u>
Sub-total Public Works & Traffic - Traffic		(NET CITY COSTS - 1,280)			<u>1,280</u>	<u>0</u>	<u>149</u>
PUBLIC WORKS & TRAFFIC - STREETS							
76.0	PWD-S	City's Share of Locals - Residential	1996	1996	222		222
77.1	PWD-S	City's Share of Locals - Residential	1997	1997	250		
77.2	PWD-S	City's Share of Locals - Residential	1998	1998	250		
77.3	PWD-S	City's Share of Locals - Residential	1999	1999	250		

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<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	Nature of Funding	Annual Op.Cost	Project Number
				89					CL		69.5
					90				CL		69.6
						91			CL		69.7
							92		CL		69.8
								93	CL		69.9
								453	CL		70.0
									RDC		71.1
									RDC		71.2
	<u>200</u>										
<u>1,106</u>	<u>1,328</u>	<u>1,443</u>	<u>1,465</u>	<u>1,488</u>	<u>1,511</u>	<u>1,535</u>	<u>1,559</u>	<u>2,036</u>		<u>20</u>	
									RCP		72.1
75									RCP		72.2
	75								RCP		72.3
		75							RCP		72.4
			75						RCP		72.5
				75					CL		72.6
									RDC		74.0
75									RCP		74.1
	77								RDC		74.2
		79							CL		74.3
			83						CL		74.4
				85					CL		74.5
					86				CL		74.6
						89			CL		74.7
							90		CL		74.8
								<u>92</u>	CL		74.9
<u>150</u>	<u>152</u>	<u>154</u>	<u>158</u>	<u>160</u>	<u>86</u>	<u>89</u>	<u>90</u>	<u>92</u>		<u>0</u>	
									CL		76.0
250									CL		77.1
	250								CL		77.2
		250							CL		77.3

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Project Number	Dep't	Project Description	Start	Finish	Gross Cost	Receipts/ Subsidy	1996
PUBLIC WORKS & TRAFFIC - STREETS - continued							
77.4	PWD-S	City's Share of Locals - Residential	2000	2000	250		
78.1	PWD-S	City's Share of Locals - Residential	2001	2001	250		
78.2	PWD-S	City's Share of Locals - Residential	2002	2002	250		
78.3	PWD-S	City's Share of Locals - Residential	2003	2003	250		
78.4	PWD-S	City's Share of Locals - Residential	2004	2004	250		
78.5	PWD-S	City's Share of Locals - Residential	2005	2005	250		
79.0	PWD-S	Roadways and Sidewalks Reconstruction Program	1996	1996	5,982		5,982
80.0	PWD-S	Roadways & Sidewalks Reconstruction Program - Phase II	1997	1997	700		
81.1	PWD-S	Roadways and Sidewalks Reconstruction Program	1997	1997	6,671		
81.2	PWD-S	Roadways and Sidewalks Reconstruction Program	1998	1998	7,215		
81.3	PWD-S	Roadways and Sidewalks Reconstruction Program	1999	1999	7,546		
81.4	PWD-S	Roadways and Sidewalks Reconstruction Program	2000	2000	7,991		
82.1	PWD-S	Roadways and Sidewalks Reconstruction Program	2001	2001	8,630		
82.2	PWD-S	Roadways and Sidewalks Reconstruction Program	2002	2002	8,890		
82.3	PWD-S	Roadways and Sidewalks Reconstruction Program	2003	2003	9,160		
82.4	PWD-S	Roadways and Sidewalks Reconstruction Program	2004	2005	9,445		
82.5	PWD-S	Roadways and Sidewalks Reconstruction Program	2005	2005	9,739		
84.1	PWD-S	Construction - Maintenance of City's Parking Lots	1997	1997	0		
84.2	PWD-S	Construction - Maintenance of City's Parking Lots	1998	1998	0		
84.3	PWD-S	Construction - Maintenance of City's Parking Lots	1999	1999	0		
84.4	PWD-S	Construction - Maintenance of City's Parking Lots	2000	2000	0		
84.5	PWD-S	Construction - Maintenance of City's Parking Lots	2001	2001	50		
84.6	PWD-S	Construction - Maintenance of City's Parking Lots	2002	2002	50		
84.7	PWD-S	Construction - Maintenance of City's Parking Lots	2003	2003	50		
84.8	PWD-S	Construction - Maintenance of City's Parking Lots	2004	2004	50		
84.9	PWD-S	Construction - Maintenance of City's Parking Lots	2005	2005	50		
97.1	PWD-S	Enhanced Streetscaping	2002	2002	36		
98.0	PWD-S	Water Truck - Traffic Island Programme	2003	2003	68	0	0
Sub-total Public Works & Traffic - Streets (NET CITY COSTS - 84,795)					<u>84,795</u>	<u>0</u>	<u>6,204</u>
CULTURE & RECREATION							
102.0	C&R	Parkdale/Inch Park Outdoor Pools / Emergency Upgrade	1996	1996	160		160
103.0	C&R	Conversion of Chlorination Systems, Outdoor/Indoor Pools	1996	1997	180		90
104.1	C&R	Ivor Wynne Stadium - Renovations and Repairs	1996	1996	90		90
104.2	C&R	Ivor Wynne Stadium - Renovations and Repairs	1998	1998	90		
104.3	C&R	Ivor Wynne Stadium - Renovations and Repairs	1999	1999	90		
104.4	C&R	Ivor Wynne Stadium - Renovations and Repairs	2000	2000	90		
104.5	C&R	Ivor Wynne Stadium - Renovations and Repairs	2004	2004	100		

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<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	Nature of Funding	Annual Op.Cost	Project Number
			250						CL		77.4
				250					CL		78.1
					250				CL		78.2
						250			CL		78.3
							250		CL		78.4
								250	CL		78.5
									DEB/RCP		79.0
700									RCP/CL		80.0
6,671									DEB/CL/RCP		81.1
	7,215								DEB/CL/RCP		81.2
		7,546							DEB/CL/RCP		81.3
			7,991						DEB/CL/RCP		81.4
				8,630					DEB		82.1
					8,890				DEB		82.2
						9,160			DEB		82.3
							7,445	2,000	DEB/CL		82.4
								9,739	DEB		82.5
0									CL		84.1
	0								CL		84.2
		0							CL		84.3
			0						CL		84.4
				50					CL		84.5
					50				CL		84.6
						50			CL		84.7
							50		CL		84.8
								50	CL		84.9
					36				CL	19	97.1
						68			CL	9	98.0
<u>7,621</u>	<u>7,465</u>	<u>7,796</u>	<u>8,241</u>	<u>8,930</u>	<u>9,226</u>	<u>9,528</u>	<u>7,745</u>	<u>12,039</u>		<u>28</u>	
									RCP		102.0
90									RCP	(35)	103.0
									CL		104.1
	90								CL		104.2
		90							CL		104.3
			90						CL		104.4
							100		RCP		104.5

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Project Number	Dep't.	Project Description	Start	Finish	Gross Cost	Receipts/ Subsidy	1996
CULTURE & RECREATION - continued							
107.0	C&R	Infrastructure Study Phase II	1996	1996	150		150
110.0	C&R	Lighting Safety - Enhancements	2002	2002	62		
111.0	C&R	Brian Timmis - Fence Replacement	2002	2002	90		
112.0	C&R	Bridge Repair - Golf Courses	1998	1998	75		
115.0	C&R	Eastwood Arena - Retrofit - Design & Construction	2005	2005	4,679		
119.1	C&R	Dalewood Recreation Centre - Retrofit - Feasibility Study	1998	1998	20		
119.2	C&R	Dalewood Recreation Centre-Retrofit-Design & Construction	2003	2004	3,188		
124.1	C&R	Steam Museum 1913 Building Restoration-Feasibility Study	2004	2004	30		
125.0	C&R	Coronation Arena - Design and Construction	2003	2004	5,260		
126.0	C&R	Chedoke Golf Improvements	2004	2004	300		
127.0	C&R	Chedoke Ski Improvements	2003	2003	279		
128.0	C&R	Ivor Wynne Stadium-Electrical Service & Concession Equipment	2000	2000	64		
129.1	C&R	Irrigation Systems - Various Locations	2000	2000	250		
129.2	C&R	Irrigation Systems - Various Locations	2001	2001	235		
129.3	C&R	Irrigation Systems - Various Locations	2002	2002	500		
129.4	C&R	Irrigation Systems - Various Locations	2003	2003	500		
131.0	C&R	Irrigation Systems - Various Locations	2001	2001	2,000		
138.5	C&R	Stone Wall and Walkway Restoration - Whitehern	2002	2002	80	0	0
Sub-total Culture & Recreation (NET CITY COSTS - 18,562)					<u>18,562</u>	<u>0</u>	<u>490</u>
PUBLIC WORKS & TRAFFIC - PARKS							
139.0	PWD-P	Hamilton Playstructure Redevelopment	1996	1996	222	22	200
140.1	PWD-P	Hamilton Playstructure Redevelopment	1997	1997	111	11	
140.2	PWD-P	Hamilton Playstructure Redevelopment	1998	1998	150		
140.3	PWD-P	Hamilton Playstructure Redevelopment	1999	1999	150		
140.4	PWD-P	Hamilton Playstructure Redevelopment	2000	2000	150		
140.5	PWD-P	Hamilton Playstructure Redevelopment	2001	2001	150		
140.6	PWD-P	Hamilton Playstructure Redevelopment	2002	2002	150		
140.7	PWD-P	Hamilton Playstructure Redevelopment	2003	2003	150		
140.8	PWD-P	Hamilton Playstructure Redevelopment	2004	2004	150		
140.9	PWD-P	Hamilton Playstructure Redevelopment	2005	2005	150		
141.0	PWD-P	Integrated Playstructure for Gage Park	1996	1996	100	25	75
142.1	PWD-P	Hamilton Playstructure Additional Redevelopment	1998	1998	100		
142.2	PWD-P	Hamilton Playstructure Additional Redevelopment	1999	1999	100		
143.0	PWD-P	Park Development and Redevelopment Programme	1996	1996	600		600
144.1	PWD-P	Park Development and Redevelopment Programme	1997	1997	600		
144.2	PWD-P	Park Development and Redevelopment Programme	1998	1998	600		
144.3	PWD-P	Park Development and Redevelopment Programme	1999	1999	600		

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<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>Nature of Funding</u>	<u>Annual Op.Cost</u>	<u>Project Number</u>
									CL		107.0
					62				CL		110.0
					90				CL		111.0
	75								RCP		112.0
								4,679	DEB		115.0
	20								CL		119.1
						1,116	2,072		DEB		119.2
							30		CL		124.1
						2,114	3,146		DEB		125.0
							300		CL/RCP		126.0
						279			CL		127.0
			64						CL		128.0
			250						CL		129.1
				235					CL		129.2
					500				CL		129.3
						500			RCP/CL		129.4
				2,000					CL/RCP		131.0
					80				CL		138.5
<u>90</u>	<u>185</u>	<u>90</u>	<u>404</u>	<u>2,235</u>	<u>732</u>	<u>4,009</u>	<u>5,648</u>	<u>4,679</u>		(35)	
									RPL	2	139.0
100									RPL	1	140.1
	150								RPL	1	140.2
		150							RPL	1	140.3
			150						RPL	1	140.4
				150					RPL	1	140.5
					150				RPL	1	140.6
						150			RPL	1	140.7
							150		RPL	1	140.8
								150	RPL	1	140.9
									CL	2	141.0
	100								RPL	2	142.1
		100							RPL	2	142.2
									RPL	38	143.0
600									RPL	38	144.1
	600								RPL	38	144.2
		600							RDC	38	144.3

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PUBLIC WORKS & TRAFFIC - PARKS							
144.4	PWD-P	Park Development and Redevelopment Programme	2000	2000	600		
144.5	PWD-P	Park Development and Redevelopment Programme	2001	2001	600		
144.6	PWD-P	Park Development and Redevelopment Programme	2002	2002	600		
144.7	PWD-P	Park Development and Redevelopment Programme	2003	2003	600		
144.8	PWD-P	Park Development and Redevelopment Programme	2004	2004	600		
144.9	PWD-P	Park Development and Redevelopment Programme	2005	2005	600		
146.0	PWD-P	Creative Playstructure - New Development	1996	1996	122	22	100
147.1	PWD-P	Creative Playstructure - New Development	1997	1997	122	22	
147.2	PWD-P	Creative Playstructure - New Development	1998	1998	61	11	
147.3	PWD-P	Creative Playstructure - New Development	1999	1999	61	11	
147.4	PWD-P	Creative Playstructure - New Development	2000	2000	61	11	
147.5	PWD-P	Creative Playstructure - New Development	2001	2001	61	11	
147.6	PWD-P	Creative Playstructure - New Development	2002	2002	61	11	
147.7	PWD-P	Creative Playstructure - New Development	2003	2003	61	11	
147.8	PWD-P	Creative Playstructure - New Development	2004	2004	61	11	
147.9	PWD-P	Creative Playstructure - New Development	2005	2005	61	11	
148.0	PWD-P	Parkland Acquisition	1996	1996	700		700
149.1	PWD-P	Parkland Acquisition	1997	1997	1,000		
149.2	PWD-P	Parkland Acquisition	1998	1998	1,000		
149.3	PWD-P	Parkland Acquisition	1999	1999	1,000		
149.4	PWD-P	Parkland Acquisition	2000	2000	1,000		
149.5	PWD-P	Parkland Acquisition	2001	2001	1,000		
149.6	PWD-P	Parkland Acquisition	2002	2002	1,000		
149.7	PWD-P	Parkland Acquisition	2003	2003	1,000		
149.8	PWD-P	Parkland Acquisition	2004	2004	1,000		
149.9	PWD-P	Parkland Acquisition	2005	2005	1,000		
150.0	PWD-P	West Harbourfront Development Studies - Phase I	1996	1996	50		50
153.0	PWD-P	Grass Maintenance Equipment	2002	2002	68		
154.1	PWD-P	Tennis Court Re-Development	2004	2004	258		
154.2	PWD-P	Tennis Court Re-Development	2004	2004	388		
155.1	PWD-P	Wading Pool Conversions	2002	2002	100		
155.2	PWD-P	Wading Pool Conversions	2003	2003	200		
156.1	PWD-P	Pedest. / Bike Link Cootes Paradise - Bayfront Park - Design	1999	1999	100		
156.2	PWD-P	Pedest. / Bike Link Cootes Paradise - Bayfront Park - Phase I	1999	1999	1,700	1,200	
156.3	PWD-P	Pedest. / Bike Link Cootes Paradise - Bayfront Park -Phase II	2001	2001	1,800	1,200	
156.4	PWD-P	Pedest. / Bike Link Cootes Paradise - Bayfront Park-Phase III	2002	2002	1,800	1,200	
157.0	PWD-P	Parking Lot and Pathway Repairs - Various Locations	2001	2001	1,160		
159.0	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Developm't	1996	1996	50		50

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			600						RDC	38	144.4
				600					RDC	38	144.5
					600				RDC	38	144.6
						600			RDC	38	144.7
							600		RDC	38	144.8
								600	RDC	38	144.9
									RPL	10	146.0
100									RDC	10	147.1
	50								RDC	5	147.2
		50							RDC	5	147.3
			50						RDC	5	147.4
				50					RDC	5	147.5
					50				RDC	5	147.6
						50			RDC	5	147.7
							50		RDC	5	147.8
								50	RDC	5	147.9
									RPL	23	148.0
1,000									RPL/RDC	32	149.1
	1,000								RPL/RDC	32	149.2
		1,000							RPL/RDC	32	149.3
			1,000						RPL/RDC	32	149.4
				1,000					RPL/RDC	32	149.5
					1,000				RPL/RDC	32	149.6
						1,000			RPL/RDC	32	149.7
							1,000		RPL/RDC	32	149.8
								1,000	RPL/RDC	32	149.9
									RCP	0	150.0
					68				CL	18	153.0
							258		CL	0	154.1
							388		CL	0	154.2
					100				RCP	0	155.1
						200			CL	0	155.2
		100							CL		156.1
		500							CL	45	156.2
				600					CL	45	156.3
					600				RCP	45	156.4
				1,160					CL	0	157.0
									RCP		159.0

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PUBLIC WORKS & TRAFFIC - PARKS							
159.1	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Developm't.	1997	1997	50		
159.2	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Developm't.	1998	1998	50		
159.3	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Developm't..	1999	1999	50		
159.4	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Developm't.	2000	2000	50		
159.5	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Developm't.	2001	2001	50		
159.6	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Developm't.	2002	2002	50		
159.7	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Developm't.	2003	2003	50		
159.8	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Developm't.	2004	2004	50		
159.9	PWD-P	Bocce, Basketball, Shuffleboard Courts, Handball Developm't.	2005	2005	50		
161.1	PWD-P	Turner Park Development Phase II	1999	1999	90		
161.2	PWD-P	Turner Park Development Phase II	1999	1999	70		
161.3	PWD-P	Turner Park Development Phase II	1999	1999	70		
161.4	PWD-P	Turner Park Development Phase II	2005	& after	<u>2,170</u>	<u>0</u>	<u>0</u>
Sub-total Public Works & Traffic - Parks (NET CITY COSTS - 24,999)					<u>28,789</u>	<u>3,790</u>	<u>1,775</u>
HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES, INC.							
174.0	HECFI	HCC - Replacements & Renovations for Facilities & Equipment	1996	1996	120		120
175.0	HECFI	HP - Replacements & Renovations for Facilities & Equipment	1996	1996	130		130
176.0	HECFI	CC - Replacements & Renovations for Facilities & Equipment	1996	1996	130		130
177.1	HECFI	Various Replacements & Renovations for Facilities & Equip't	1997	1997	160		
177.2	HECFI	Various Replacements & Renovations for Facilities & Equip't	1998	1998	370		
177.3	HECFI	Various Replacements & Renovations for Facilities & Equip't	1999	1999	300		
177.4	HECFI	Various Replacements & Renovations for Facilities & Equip't	2000	2000	250		
177.5	HECFI	Various Replacements & Renovations for Facilities & Equip't	2001	2001	230		
177.6	HECFI	Various Replacements & Renovations for Facilities & Equip't	2002	2002	200		
177.7	HECFI	Various Replacements & Renovations for Facilities & Equip't	2003	2003	180		
177.8	HECFI	Various Replacements & Renovations for Facilities & Equip't	2004	2004	300		
177.9	HECFI	Various Replacements & Renovations for Facilities & Equip't	2005	2005	300		
178.0	HECFI	Hamilton Convention Centre - Roofing Replacement	1997	1997	355		
179.0	HECFI	Facility Management System	1996	1996	70		70
180.1	HECFI	Copps Coliseum - Modify & Refurbish Exterior Electronic Sign	1998	1998	100		
180.2	HECFI	Copps Coliseum - Modify & Refurbish Exterior Electronic Sign	2000	2000	200		
181.1	HECFI	Hamilton Place - Refurbish Seating in the Great Hall	1997	1997	300		
181.2	HECFI	Hamilton Place - Refurbish Seating in the Great Hall	1998	1998	240		
182.0	HECFI	Hamilton Convention Centre - Refurbish bars and Equipment	1997	1997	100		
183.0	HECFI	Hamilton Place - Replacement of Carpet	1998	1998	200		
184.0	HECFI	Copps Coliseum - Replacement of Flooring	1996	1996	60		60

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50									RCP		159.1
	50								RCP		159.2
		50							CL		159.3
			50						CL		159.4
				50					CL		159.5
					50				CL		159.6
						50			CL		159.7
							50		CL		159.8
								50	RCP		159.9
		90							CL		161.1
		70							CL		161.2
		70							CL		161.3
								<u>2,170</u>	CL	<u>70</u>	161.4
<u>1,850</u>	<u>1,950</u>	<u>2,780</u>	<u>1,850</u>	<u>3,610</u>	<u>2,618</u>	<u>2,050</u>	<u>2,496</u>	<u>4,020</u>		<u>991</u>	
									RCP-H		174.0
									RTS-HP		175.0
									RTS-CC		176.0
160									RCP-H		177.1
	370								RCP-H		177.2
		300							RCP-H		177.3
			250						RCP-H		177.4
				230					RCP-H		177.5
					200				RCP-H		177.6
						180			RCP-H		177.7
							300		RCP-H		177.8
								300	RCP-H		177.9
355									RCP-H		178.0
									RTS-CC	4	179.0
	100								RTS-CC		180.1
			200						RTS-CC	(95)	180.2
300									RTS-HP		181.1
	240								RTS-HP		181.2
100									RCP-H		182.0
	200								RTS-HP		183.0
									RTS-CC		184.0

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**1996 - 2005 CAPITAL BUDGET PROGRAM
PROJECTS IN DEPARTMENT ORDER (\$000's)
Approved By Council on 1996 January 30**

<u>Project Number</u>	<u>Dep't.</u>	<u>Project Description</u>	<u>Start</u>	<u>Finish</u>	<u>Gross Cost</u>	<u>Receipts/ Subsidy</u>	<u>1996</u>
HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES, INC. - continued							
185.0	HECFI	Hamilton Convention Centre - Carpet Replacement	2003	2003	<u>325</u>	<u>0</u>	<u>0</u>
		Sub-total H.E.C.F.I. (NET CITY COSTS - 4,620)			<u>4,620</u>	<u>0</u>	<u>510</u>
HAMILTON PUBLIC LIBRARY							
186.1	HPL	Westdale Branch Library - Design Phase	1996	1996	61		61
186.2	HPL	Westdale Branch Library	1997	1997	491		
187.1	HPL	Barton Branch Library - Design Phase	1997	1997	37		
187.2	HPL	Barton Branch Library	1998	1998	298		
188.0	HPL	Central Library Renovations - Design Phase	1998	1998	70		
189.0	HPL	Central Library Renovations - Construction Phase	2000	2000	557		
192.0	HPL	New Branch Library - South Mountain - Collection Developm't	2004	2006	<u>3,311</u>	<u>0</u>	<u>0</u>
		Sub-total Library (NET CITY COSTS - 4,825)			<u>4,825</u>	<u>0</u>	<u>61</u>
1996 - 2005 CAPITAL BUDGET PROGRAM (NET CITY COSTS - 256,150)					<u>270,483</u>	<u>14,333</u>	<u>17,250</u>
PARKING AUTHORITY							
209.1	PA	Carpark Development / Upgrades	1996	1996	100		100
209.2	PA	Upgrading - Existing Facilities	1997	2005	900		
210.1	PA	Study & Design - Existing and Future Parking Projects	1996	1996	0		0
210.2	PA	Study & Design - Existing and Future Parking Projects	1997	2005	<u>450</u>	<u>0</u>	<u>0</u>
		Sub-total Parking Authority (NET CITY COSTS - 1,450)			<u>1,450</u>	<u>0</u>	<u>100</u>
TOTAL CAPITAL BUDGET PROGRAM (NET CITY COSTS - 257,600)					<u>271,933</u>	<u>14,333</u>	<u>17,350</u>

Note: The implementation of Parking Authority projects financed from their reserve fund are subject to the availability of funds.

Department Abbreviation:

BLDG	Building Department	PA	Parking Authority
C&R	Culture & Recreation	PWT - F	Public Works & Traffic - Fleet Services
HD	Housing Division (Building Department)	PWT - T	Public Works & Traffic - Traffic
HPL	Hamilton Public Library	PWT - S	Public Works & Traffic - Streets

**1996 - 2005 CAPITAL BUDGET PROGRAM
PROJECTS IN DEPARTMENT ORDER (\$000's)
Approved By Council on 1996 January 30**

<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	Nature of Funding	Annual Op.Cost	Project Number
						<u>325</u>			RCP-H		185.0
<u>915</u>	<u>910</u>	<u>300</u>	<u>450</u>	<u>230</u>	<u>200</u>	<u>505</u>	<u>300</u>	<u>300</u>		<u>(91)</u>	
									RES-L		186.1
491									CL		186.2
37									RES-L		187.1
	298								CL		187.2
	70								RCP-L		188.0
			557						CL		189.0
							<u>3,311</u>		RDC/CL		192.0
<u>528</u>	<u>368</u>	<u>0</u>	<u>557</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,311</u>	<u>0</u>		<u>0</u>	
<u>18,393</u>	<u>20,889</u>	<u>19,656</u>	<u>23,219</u>	<u>26,217</u>	<u>27,348</u>	<u>31,484</u>	<u>34,393</u>	<u>37,301</u>		<u>536</u>	
									ROSP		
100	100	100	100	100	100	100	100	100	ROSP		
									ROSP		
<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	ROSP		
<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>		<u>0</u>	
<u>18,543</u>	<u>21,039</u>	<u>19,806</u>	<u>23,369</u>	<u>26,367</u>	<u>27,498</u>	<u>31,634</u>	<u>34,543</u>	<u>37,451</u>		<u>536</u>	

Department Abbreviation:

HECFI	Hamilton Entertainment and Convention Facilities, Inc.	TR	Treasury Department
PROP	Property Department	ROAD	Regional Roads Department

**1996 - 2005 CAPITAL BUDGET PROGRAM
PROJECTS IN DEPARTMENT ORDER (\$000's)
Approved By Council on 1996 January 30**

Project Number	Dep't.	Project Description	Start	Finish	Gross Cost	Receipts/ Subsidy	1996
22002	CL	Capital Levy (1995 - 3 Mills, 1996 - 2 Mills, 1997 - 2 Mills, 1998 - 3 Mills, 1999 - 4 Mills, 2000 - 5 Mills, 2001 & On - 6 Mills)	1996	2005		47,627	2,015
CH203	RCP	Reserve for Capital Projects - General	1996	2005		16,062	3,271
CH212	RDC	Reserve for Development Charges	1996	2005		17,350	124
CH107	RSTUL	Reserve for City's Share - Unsubdivided Land	1996	2005		7,417	1,000
CH201	RPL	Reserve for Parks Land - 5% Land Dedication	1996	2005		7,300	1,600
CH202	ROSP	Reserve for Off-Street Parking	1996	2005		1,450	100
CH204	RCP-L	Reserve for Capital Projects/Other Res. - Library	1996	1997		168	61
CH101	RRME	Reserve for Replacement of Mobile Equipment	1996	2005		67,422	4,145
CH206	RCP-H	Reserve for Capital Projects - H.E.C.F.I.	1996	2005		4,620	510
		Sub-total				169,416	12,826
TOTAL COST TO BE FINANCED BY THE ISSUANCE OF DEBENTURE - Municipal (Net Cost - 88,184)					271,933	183,749	4,524
211.0	PWD	Owners Share of Local Improvements - Residential	1996	1996	755	189	566
212.0	PWD	Owners Share of Local Improvements - Residential	1997	2000	3,245	811	
213.0	PWD	Owners Share of Local Improvements - Residential	2001	2005	4,640	1,164	
Sub-total Owner's Share of Locals (NET OWNERS' COST - 6,476)					8,640	2,164	566
TOTAL NET CAPITAL BUDGET PROGRAM					280,573	185,913	5,090
NOTE:		The implementation of any Project (1997 and after) Financed From Reserves & Reserve Funds is Subject to the Availability of Reserves & Reserve Funds					
ASSUMPTIONS:		Debenture Interest Rate - Amortized Over 10 Years at 9.25% - Annual Principal and Interest Payments Per \$1,000 - \$157.5431208					
NOTE:		Growth-Related Project - Timing Depends on the Availability of Funding from the Reserve for Development Charges. Budget as Proposed Reflects Projected Development Charge Funding Availability Based Upon Present Development Charges By-Law.					

**1996 - 2005 CAPITAL BUDGET PROGRAM
PROJECTS IN DEPARTMENT ORDER (\$000's)
Approved By Council on 1996 January 30**

<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>Annual Op.Cost</u>	<u>Project Number 22002</u>
2,025	3,053	4,091	5,140	6,198	6,229	6,261	6,292	6,323		
2,693	1,836	1,227	1,459	1,336	1,121	998	1,123	998		CH203
1,400	1,627	2,050	1,850	1,850	1,950	1,950	2,599	1,950		CH212
521	542	756	777	799	721	744	767	790		CH107
900	1,050	450	550	550	550	550	550	550		CH201
150	150	150	150	150	150	150	150	150		CH202
37	70									
4,859	6,879	5,519	6,105	6,624	7,887	8,086	8,231	9,087		CH101
915	910	300	450	230	200	505	300	300		CH206
<u>13,500</u>	<u>16,117</u>	<u>14,543</u>	<u>16,481</u>	<u>17,737</u>	<u>18,808</u>	<u>19,244</u>	<u>20,012</u>	<u>20,148</u>	<u>0</u>	
<u>5,043</u>	<u>4,922</u>	<u>5,263</u>	<u>6,888</u>	<u>8,630</u>	<u>8,690</u>	<u>12,390</u>	<u>14,531</u>	<u>17,303</u>	<u>536</u>	
										211.0
585	600	615	634							212.0
				656	675	694	715	736		213.0
585	600	615	634	656	675	694	715	736		
<u>5,628</u>	<u>5,522</u>	<u>5,878</u>	<u>7,522</u>	<u>9,286</u>	<u>9,365</u>	<u>13,084</u>	<u>15,246</u>	<u>18,039</u>	<u>536</u>	

1996 - 2005 CAPITAL BUDGET PROGRAM
PROJECTS FOR FUTURE CONSIDERATION (Outside the Ten-Year Plan)
(000's)

Project Number	Dep't.	Project Description	Gross Cost	Receipts/ Subsidy	Net Cost
20.1	PROP	Provision for Sprinkler System - City Buildings - Study	50		50
20.2	PROP	Provision for Sprinkler System - City Buildings	700		700
20.3	PROP	Provision for Sprinkler System - City Buildings	800		800
20.4	PROP	Provision for Sprinkler System - City Buildings	920		920
49.0	PROP	125 Barton Street - Window Replacement	150		150
62.0	FIRE	Indoor Training Facility	451		451
75.0	PWD-T	Additional Traffic Service Truck	170		170
86.0	PWD-S	Refuse Packer - 25 Cubic Yard, High Density	130		130
87.0	PWD-S	Refuse Packer - 25 Cubic Yard, High Density	150		150
88.0	PWD-S	Refuse Packer - 25 Cubic Yard, High Density	170		170
89.0	PWD-S	Sander Wing Plow Unit (Two Units)	280		280
90.0	PWD-S	Sander Wing Plow Unit (Two Units)	290		290
91.0	PWD-S	Sander Wing Plow Unit	150		150
92.0	PWD-S	Sander Wing Plow Unit	160		160
93.0	PWD-S	Vacall (Catch Basin Cleaner)	245		245
94.0	PWD-S	Sub-Division Street Sweeper	150		150
95.0	PWD-S	Sub-Division Street Sweeper	160		160
96.0	PWD-S	Motor Vehicle Requirements - Signals and Hoists	72		72
97.2	PWD-S	Enhanced Streetscaping	72		72
99.0	PWD-S	Forestry Renovation - Upper Ottawa Yard	90		90
100.0	PWD-S	Construct Service Garage - Brampton Yard	1,284		1,284
100.5	PWD-S	Flower Planting - Reconstructed Medians-Centennial Parkway	320		320
101.0	C&R	Riverdale Recreation and Seniors Centre	4,750		4,750
105.0	C&R	Ivor Wynne Stadium - Install Protective Padding	77		77
106.0	C&R	Public Art Programme	135		135
108.1	C&R	Artifact Laboratory & Storage Facility-Feasibility Study	50		50
108.2	C&R	Artifact Laboratory and Storage Facility-Construction	2,050	600	1,450
109.1	C&R	Children's Museum Redevelopment - Feasibility Study	48		48
109.2	C&R	Children's Museum Redevelopment - Construction	5,858	1,988	3,870
113.0	C&R	Public Art Programme	115		115
114.0	C&R	Relocate Martin Golf Course Workshop - Chedoke	620		620
116.0	C&R	Hamilton Aquatic Centre - Feasibility Study & Design	1,284	1,284	0
117.0	C&R	Hamilton Aquatic Centre - Construction	14,630	12,630	2,000
118.0	C&R	Dundurn Castle-Landscape Restoration-Dundurn/Harvey Park	1,600	800	800
120.1	C&R	Whitehern Stable Rehabilitation - Feasibility Study	45		45
120.2	C&R	Whitehern Stable Rehabilitation - Construction	555	150	405
121.0	C&R	Parking Lot - Steam Museum	320		320
122.1	C&R	Westmount Recreation Centre-Retrofit-Feasibility Study	22		22
122.2	C&R	Westmount Recreation Centre-Retrofit-Design & Construction	4,650		4,650
123.1	C&R	Military Museum Redevelopment - Feasibility Study	25		25
123.2	C&R	Military Museum Redevelopment - Design & Construction	4,290	1,438	2,852
124.2	C&R	Steam Museum 1913 Building Restoration	1,470	75	1,395
130.0	C&R	Hamilton-Scourge Project - Sedimentology Study	200		200
132.0	C&R	St. Mark's Church Arts Centre Development	1,000		1,000
133.0	C&R	Ivor Wynne Stadium - Replace and Upgrade Seating	1,670		1,670
134.1	C&R	Hamilton East Kiwanis - Feasibility Study	50		50
134.2	C&R	Hamilton East Kiwanis - Design and Construction	7,450	3,182	4,268
135.1	C&R	South Mountain Library/Recreation Centre - Study	200		200
135.2	C&R	South Mountain Library/Recreation Centre	19,500		19,500

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1996 - 2005 CAPITAL BUDGET PROGRAM
PROJECTS FOR FUTURE CONSIDERATION (Outside the Ten-Year Plan)
(000's)

Project Number	Dep't.	Project Description	Gross Cost	Receipts/ Subsidy	Net Cost
136.0	C&R	Ryerson Therapeutic Hot Pool	525		525
137.0	C&R	Ivor Wynne Stadium - West End Zone Expansion	5,475		5,475
138.0	C&R	Mountain Y.M.C.A. Proposal	8,000	4,000	4,000
145.0	PWD-P	Park Development and Redevelopment Programme - Phase II	3,000		3,000
151.1	PWD-P	Bayfront Park Development - Phase I	405		405
151.2	PWD-P	Bayfront Park Development - Phase II	449		449
151.3	PWD-P	Bayfront Park Development - Phase III	460		460
152.0	PWD-P	Bayfront Park Development - Phase IV	3,455	1,000	2,455
154.3	PWD-P	Tennis Court Re-Development	247		247
158.0	PWD-P	Landscaping - Harbourfront CSO Tank	278		278
160.0	PWD-P	Bikeway Development	500		500
162.0	PWD-P	Hamilton Beach Breezeway Development	2,000	2,000	0
163.0	PWD-P	Macassa Park Development	333		333
164.0	PWD-P	Crystal Palace - Study and Construction	8,151	7,151	1,000
165.0	PWD-P	Mountain Brow Park Fence and Pathway Reconstruction	1,581		1,581
166.0	PWD-P	Soccer Facilities Development	396		396
167.0	PWD-P	Gage Park Fencing Replacement	180		180
168.0	PWD-P	Sackville Hill Memorial Park Development	719	150	569
169.0	PWD-P	William Connell Park Development	1,850		1,850
170.0	PWD-P	Mohawk Sports Park Development	4,000		4,000
171.0	PWD-P	Open Space Corridor - Study and Construction	1,280		1,280
172.0	PWD-P	Waterfront Development	100,000	90,000	10,000
173.0	PWD-P	Park Development - Undeveloped Sites	5,278		5,278
193.1	HPL	Library Materials - Upgrading of Collections	143		143
193.2	HPL	Library Materials - Upgrading of Collections	172		172
193.3	HPL	Library Materials - Upgrading of Collections	196		196
194.0	HPL	Municipal Archives - Design Phase	1,107		1,107
195.0	HPL	Municipal Archives - Construction Phase	11,507		11,507
196.0	PWD-C	Crown Point East/McAnulty - Phase II	542	135	407
197.0	PWD-C	Ferguson Ave -Pedestrian/Bike Link-Escarpment & The Bay	5,225	2,585	2,640
198.0	PWD-C	Stipeley South Neighbourhood	551	138	413
199.0	PWD-C	Parkview (East & West)	266	66	200
200.0	PWD-C	Blakeley/St. Clair Revitalization	532	132	400
201.0	PWD-C	Hughson St Redevelopment - Downtown Action Plan Phase I	743		743
202.0	PWD-C	Commercial Improvement Programme - Phase II	2,500		2,500
203.0	PWD-C	Downtown Action Plan Interconnecting Streets - Phase VI	800		800
204.0	PWD-C	Hughson St. Redevelopment-Downtown Action Plan Phase II	765		765
205.0	PLAN	St. Mark's Centre	465		465
206.0	PLAN	Official Plan Review	250		250
207.0	PLAN	Property Acquisition Program - Alpha East Enclave	1,300	155	1,145
208.0	GRANTS	Capital Grants	250		250
			<u>255,504</u>	<u>129,659</u>	<u>125,845</u>

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THE CORPORATION OF THE CITY OF HAMILTON
COMPARATIVE SUMMARY OF TAXATION - BY TAXING ENTITY

Description	1995 Actual	1995 Estimate	Assessment	Mills	1996 Estimate	Increase/ over 1995 Amount	(Decrease) Estimate Percent
Realty and Business							
<i>City of Hamilton</i>							
Residential	63,343,204	63,313,750	603,982,507	105.1413	63,503,500	189,750	0.3%
Non-Residential	<u>49,738,965</u>	<u>49,790,160</u>	403,646,370	123.6957	<u>49,929,320</u>	<u>139,160</u>	<u>0.3%</u>
	<u>113,082,169</u>	<u>113,103,910</u>			<u>113,432,820</u>	<u>328,910</u>	<u>0.3%</u>
<i>Hamilton-Wentworth Region</i>							
Residential	66,325,790	66,325,790	603,982,507	111.3252	67,238,480	912,690	1.4%
Non-Residential	<u>52,158,850</u>	<u>52,158,850</u>	403,646,370	130.9709	<u>52,865,930</u>	<u>707,080</u>	<u>1.4%</u>
	<u>118,484,640</u>	<u>118,484,640</u>			<u>120,104,410</u>	<u>1,619,770</u>	<u>1.4%</u>
<i>Board of Education</i>							
<u>Elementary</u>							
Residential	51,616,160	51,616,160	429,004,505	120.5303	51,708,040	91,880	0.2%
Non-Residential	<u>44,162,400</u>	<u>44,162,400</u>	308,441,368	141.8004	<u>43,737,140</u>	<u>(425,260)</u>	<u>(1.0%)</u>
	<u>95,778,560</u>	<u>95,778,560</u>			<u>95,445,180</u>	<u>(333,380)</u>	<u>(0.3%)</u>
<u>Secondary</u>							
Residential	33,268,430	33,268,430	429,004,505	83.1289	35,662,670	2,394,240	7.2%
Non-Residential	<u>28,464,230</u>	<u>28,464,230</u>	308,441,368	97.7987	<u>30,165,110</u>	<u>1,700,880</u>	<u>6.0%</u>
	<u>61,732,660</u>	<u>61,732,660</u>			<u>65,827,780</u>	<u>4,095,120</u>	<u>6.6%</u>
<i>Separate School Board</i>							
<u>Elementary</u>							
Residential	20,675,340	20,675,340	174,978,002	120.5303	21,090,150	414,810	2.0%
Non-Residential	<u>12,687,870</u>	<u>12,687,870</u>	95,205,002	141.8004	<u>13,500,110</u>	<u>812,240</u>	<u>6.4%</u>
	<u>33,363,210</u>	<u>33,363,210</u>			<u>34,590,260</u>	<u>1,227,050</u>	<u>3.7%</u>
<u>Secondary</u>							
Residential	13,325,990	13,325,990	174,978,002	83.1289	14,545,730	1,219,740	9.2%
Non-Residential	<u>8,177,780</u>	<u>8,177,780</u>	95,205,002	97.7987	<u>9,310,920</u>	<u>1,133,140</u>	<u>13.9%</u>
	<u>21,503,770</u>	<u>21,503,770</u>			<u>23,856,650</u>	<u>2,352,880</u>	<u>10.9%</u>
	<u>443,945,009</u>	<u>443,966,750</u>			<u>453,257,100</u>	<u>9,290,350</u>	<u>2.1%</u>

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STATISTICAL INFORMATION

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THE CORPORATION OF THE CITY OF HAMILTON
**COMPARISON OF COMPONENTS AND TOTAL MILL RATES
 FOR THE YEARS 1993 TO 1997 INCLUSIVE**

Description (1)	Mill Rates					Increase/ (Decrease) 1996 to 1997	
	1993 (2)	1994 (3)	1995 (4)	1996 (5)	1997 (6)	Mills (7)	% (8)
<u>Residential</u>							
City	104.2203	104.2203	105.1413	105.1413	105.1413	0.0000	0.00
Region	<u>107.0004</u>	<u>106.9719</u>	<u>110.1432</u>	<u>111.3252</u>	<u>112.0642</u>	<u>0.7390</u>	0.66
Sub-Total	211.2207	211.1922	215.2845	216.4665	217.2055	0.7390	0.34
Education - Elementary	117.3363	113.1485	120.0501	120.5303	141.4554	20.9251	17.36
- Secondary	<u>72.8626</u>	<u>77.0493</u>	<u>77.3765</u>	<u>83.1289</u>	<u>65.1902</u>	<u>(17.9387)</u>	(21.58)
Sub-Total	<u>190.1989</u>	<u>190.1978</u>	<u>197.4266</u>	<u>203.6592</u>	<u>206.6456</u>	<u>2.9864</u>	<u>1.47</u>
Total Mill Rates	<u>401.4196</u>	<u>401.3900</u>	<u>412.7111</u>	<u>420.1257</u>	<u>423.8511</u>	<u>3.7254</u>	<u>0.89</u>
<u>Non-Residential</u>							
City	122.6121	122.6121	123.6957	123.6957	123.6957	0.0000	0.00
Region	<u>125.8828</u>	<u>125.8493</u>	<u>129.5803</u>	<u>130.9709</u>	<u>131.8402</u>	<u>0.8693</u>	0.66
Sub-Total	248.4949	248.4614	253.2760	254.6666	255.5359	0.8693	0.34
Education - Elementary	138.0427	133.1159	141.2354	141.8004	166.4181	24.6177	17.36
- Secondary	<u>85.7207</u>	<u>90.6462</u>	<u>91.0312</u>	<u>97.7987</u>	<u>76.6943</u>	<u>(21.1044)</u>	(21.58)
Sub-Total	<u>223.7634</u>	<u>223.7621</u>	<u>232.2666</u>	<u>239.5991</u>	<u>243.1124</u>	<u>3.5133</u>	<u>1.47</u>
Total Mill Rates	<u>472.2583</u>	<u>472.2235</u>	<u>485.5426</u>	<u>494.2657</u>	<u>498.6483</u>	<u>4.3826</u>	<u>0.89</u>

Notes: The 1997 mill rates were calculated based on the 1996 unrevised assessment for 1997 taxation.

COMPARISON OF TAXABLE ASSESSMENT AND POPULATION 1988 - 1997

	1997 Unrevised Estimate (1)	1996 Unrevised Estimate (2)	← Actual →			1993 (6)	1992 (7)	1991 (8)	1990 (9)	1989 (10)	1988 (11)
Assessment											
Residential	609,387	603,983	603,862	601,996	600,446	593,264	587,395	573,281	560,782	546,987	530,523
Non-Residential	394,216	<u>403,646</u>	<u>403,011</u>	<u>402,107</u>	<u>403,413</u>	<u>411,376</u>	<u>415,985</u>	<u>426,256</u>	<u>421,828</u>	<u>417,061</u>	<u>403,941</u>
(1)	1,003,603	<u>1,007,629</u>	<u>1,006,873</u>	<u>1,004,103</u>	<u>1,003,859</u>	<u>1,004,640</u>	<u>1,003,380</u>	<u>999,537</u>	<u>982,610</u>	<u>964,048</u>	<u>934,464</u>
Per Capita	3,143	3,156	3,154	3,157	3,176	3,138	3,196	3,184	3,199	3,139	3,042
Increase / decrease) over prior year	<u>-0.41%</u>	<u>0.06%</u>	<u>-0.10%</u>	<u>-0.60%</u>	<u>1.21%</u>	<u>1.81%</u>	<u>0.38%</u>	<u>-0.47%</u>	<u>1.91%</u>	<u>3.19%</u>	<u>1.82%</u>
Distribution (%)											
Residential	60.72%	59.94%	59.97%	59.95%	59.81%	59.05%	58.54%	57.35%	57.07%	56.74%	56.77%
Non-Residential	39.28%	<u>40.06%</u>	<u>40.03%</u>	<u>40.05%</u>	<u>40.19%</u>	<u>40.95%</u>	<u>41.46%</u>	<u>42.65%</u>	<u>42.93%</u>	<u>43.26%</u>	<u>43.23%</u>
	100.00%	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>
Population Number	319,281	319,281	319,281	318,038	316,105	320,120	313,918	313,918	307,160	307,160	307,160
Increase / (decrease) over prior year	0.00%	0.00%	0.39%	0.61%	(1.3%)	2.0%	0.00%	2.20%	0.00%	0.00%	-0.17%

- (1) This is the unrevised taxable assessment made in the year 1996 upon which 1997 taxes shall be levied. Final assessments are quoted for all other years.

THE CORPORATION OF THE CITY OF HAMILTON
**COMPARISON OF COMPONENTS AND TOTAL RESIDENTIAL MILL RATES
 AND RESIDENTIAL REALTY TAXES ON AN ASSESSMENT OF \$5,000**
 (FOR THE YEARS 1993 TO 1997 INCLUSIVE)

Description (1)	Mill Rates					Increase/ (Decrease) 1996 to 1997	
	1993 (2)	1994 (3)	1995 (4)	1996 (5)	1997 (6)	Mills/\$ (7)	% (8)
<u>Residential</u>							
City	104.2203	104.2203	105.1413	105.1413	105.1413	0.0000	0.00%
Region	<u>107.0004</u>	<u>106.9719</u>	<u>110.1432</u>	<u>111.3252</u>	<u>112.0642</u>	<u>0.7390</u>	0.66%
Sub-Total	211.2207	211.1922	215.2845	216.4665	217.2055	0.7390	0.34%
Education	<u>190.1989</u>	<u>190.1978</u>	<u>197.4266</u>	<u>203.6592</u>	<u>206.6456</u>	<u>2.9864</u>	1.47%
Total Residential Mill Rates	<u>401.4196</u>	<u>401.3900</u>	<u>412.7111</u>	<u>420.1257</u>	<u>423.8511</u>	<u>3.7254</u>	<u>0.89%</u>
% increase over prior year	2.35%	-0.01%	2.82%	1.80%	0.89%		
<u>Realty Taxes Based on an Assessment of \$5,000 (excluding Regional non-metered water and sewer surcharge)</u>							
City Realty Taxes	\$521.11	\$521.11	\$525.71	\$525.71	\$525.71	\$0.00	0.00%
Region Realty Taxes	<u>\$535.00</u>	<u>\$534.86</u>	<u>\$550.72</u>	<u>\$556.63</u>	<u>\$560.32</u>	<u>\$3.69</u>	0.66%
Total City and Region	\$1,056.11	\$1,055.97	\$1,076.43	\$1,082.34	\$1,086.03	\$3.69	0.34%
Education Realty Taxes	<u>\$950.99</u>	<u>\$950.99</u>	<u>\$987.13</u>	<u>\$1,018.30</u>	<u>\$1,033.23</u>	<u>\$14.93</u>	1.47%
Total Amount Payable	<u>\$2,007.10</u>	<u>\$2,006.96</u>	<u>\$2,063.56</u>	<u>\$2,100.64</u>	<u>\$2,119.26</u>	<u>\$18.62</u>	<u>0.89%</u>

Department	1995 FTE'S	1996 FTE'S	1997 FTE'S
City Clerk	65	61	60
Chief Administrative Office	2	2	2
Fire	458	450	445
Human Resources	19.5	19	18
Property	74	67	67
Law	22	21	21
Information Systems	65	62	61
Treasury	65	64	62
Hamilton Public Library	174	169	167
Parking Authority	39	39	36
H.E.C.F.I.	64	60	60
Public Works and Traffic	717	698	698
Culture and Recreation	165	172	165
Building	73	73	75.5
Planning and Development	27	26	26
Total Employee Count	2,029.50	1,983.0	1,963.5

**PERMANENT
STAFF
COMPLEMENT
BY
DEPARTMENT**

ANNUAL VALUE OF BUILDING PERMITS BY CLASSIFICATION

Residential				Commercial			Industrial			
Year (1)	No. of Permits (2)	Value (000's) (3)	% (4)	No. of Permits (5)	Value (000's) (6)	% (7)	No. of Permits (8)	Value (000's) (9)	% (10)	Year (11)
1987	3,574	139,731	44.7%	493	71,333	22.8%	124	65,027	20.8%	1987
1988	4,006	155,235	55.8%	595	48,913	17.6%	105	25,703	9.2%	1988
1989	4,542	199,886	51.9%	496	92,668	24.1%	129	25,230	6.6%	1989
1990	2,882	126,782	35.0%	557	74,347	20.5%	116	71,290	19.7%	1990
1991	1,658	71,624	47.6%	391	30,744	20.4%	60	13,176	8.7%	1991
1992	1,715	75,642	57.1%	364	29,983	22.7%	46	4,142	3.1%	1992
1993	1,575	86,714	50.7%	415	34,828	20.3%	31	3,664	2.1%	1993
1994	1,480	72,910	45.5%	393	26,111	16.3%	67	18,330	11.4%	1994
1995	1,142	52,481	35.4%	323	24,892	16.8%	51	29,152	19.6%	1995
1996	1,227	55,777	37.0%	342	26,973	17.9%	58	26,915	17.9%	1996

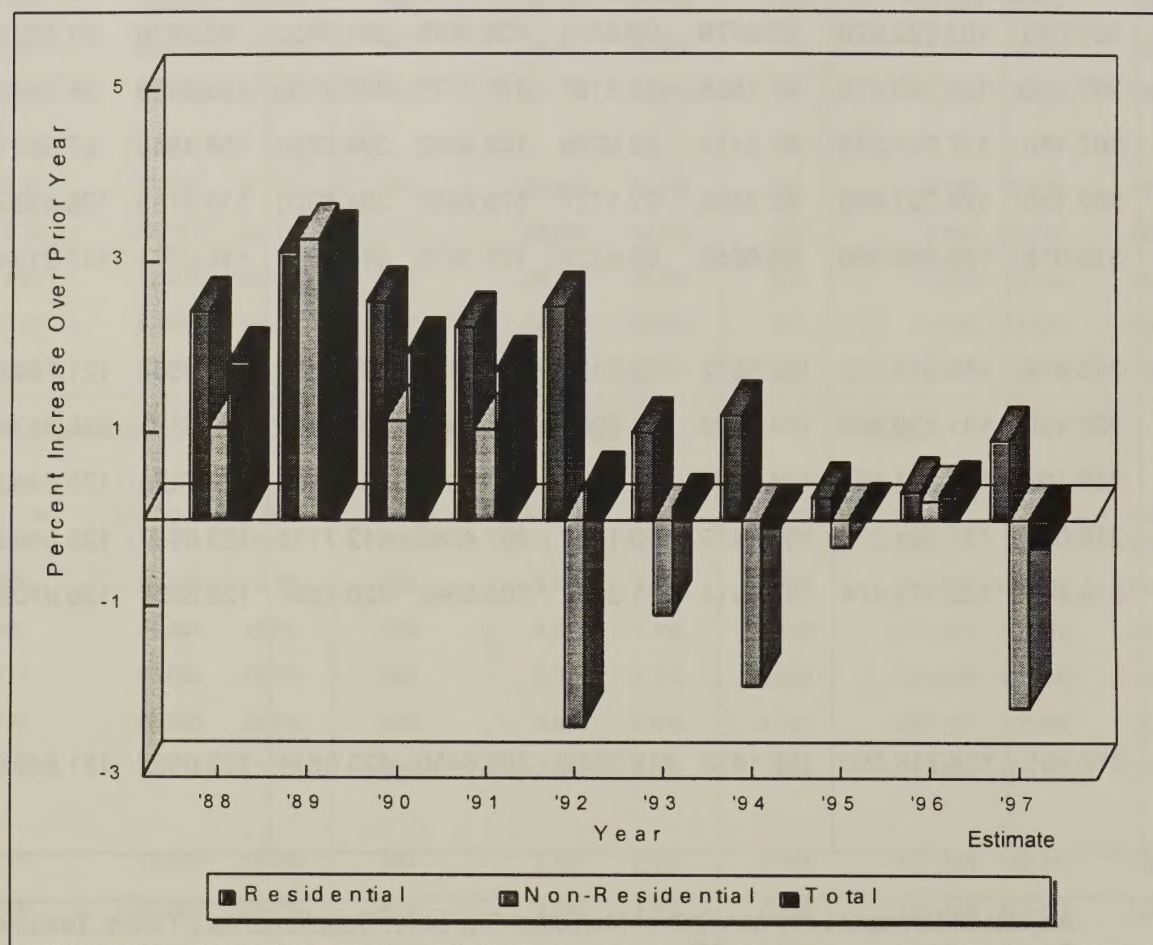
Institutional				Miscellaneous			Total			
Year (12)	No. of Permits (13)	Value (000's) (14)	% (15)	No. of Permits (16)	Value (000's) (17)	% (18)	No. of Permits (19)	Value (000's) (20)	% (21)	Year (22)
1987	93	33,433	10.7%	483	3,062	1.0%	4,767	312,586	100.0%	1987
1988	94	44,428	16.0%	549	4,043	1.4%	5,349	278,322	100.0%	1988
1989	117	60,625	15.7%	665	6,776	1.7%	5,949	385,185	100.0%	1989
1990	133	86,982	24.0%	413	2,986	0.8%	4,101	362,387	100.0%	1990
1991	84	32,118	21.3%	488	2,968	2.0%	2,681	150,630	100.0%	1991
1992	115	19,065	14.4%	501	3,521	2.7%	2,741	132,353	100.0%	1992
1993	146	42,936	25.1%	432	3,046	1.8%	2,599	171,188	100.0%	1993
1994	116	40,667	25.3%	302	2,337	1.5%	2,358	160,355	100.0%	1994
1995	113	38,243	25.8%	373	3,579	2.4%	2,002	148,347	100.0%	1995
1996	98	38,412	25.5%	360	2,646	1.7%	2,085	150,723	100.0%	1996

SUMMARY OF POPULATION, ADJUSTED MUNICIPAL LEVY, AND MILL RATES

			Residential Mill Rate				Non-Residential Mill Rate			
Year	Popu- lation	Adjusted Municipal Levy	Municipal	Regional	Education	Total	Municipal	Regional	Education	Total
Actual										
1987	307,690	103,722,620	83.9779	69.3371	128.3670	281.6820	98.7975	81.5731	151.0200	331.3906
1988	307,160	109,140,470	87.7568	73.3187	138.1575	299.2330	103.2433	86.2574	162.5382	352.0389
1989	307,160	117,961,263	92.2114	82.9278	148.9362	324.0754	108.4840	97.5621	175.2191	381.2652
1990	307,160	124,233,690	96.7685	92.1727	175.8888	364.8300	113.8453	108.4385	206.9279	429.2117
1991	313,918	128,986,366	98.6655	99.6322	177.7870	376.0847	116.0771	117.2144	209.1611	442.4526
1992	313,918	133,516,552	102.5572	103.5133	186.1175	392.1880	120.6555	121.7803	218.9618	461.3976
1993	320,120	131,560,899	104.2203	107.0004	190.1989	401.4196	122.6121	125.8828	223.7634	472.2583
1994	316,105	130,288,582	104.2203	106.9719	190.1978	401.3900	122.6121	125.8493	223.7621	472.2235
1995	318,083	131,984,333	105.1413	110.1432	197.4266	412.7111	123.6957	129.5803	232.2666	485.5426
1996	319,281	132,173,474	105.1413	111.3252	203.6592	420.1257	123.6957	130.9709	239.5991	494.2657
Estimate										
1997	319,281	128,715,550	105.1413	112.0642	206.6456	423.8511	123.6957	131.8402	243.1124	498.6483

NOTE: Adjusted Municipal Levy consists of Municipal City Levy, Supplementary Taxes, Telephone and Telegraph Receipts, Payment-In-Lieu of Taxes and Unconditional Grants.

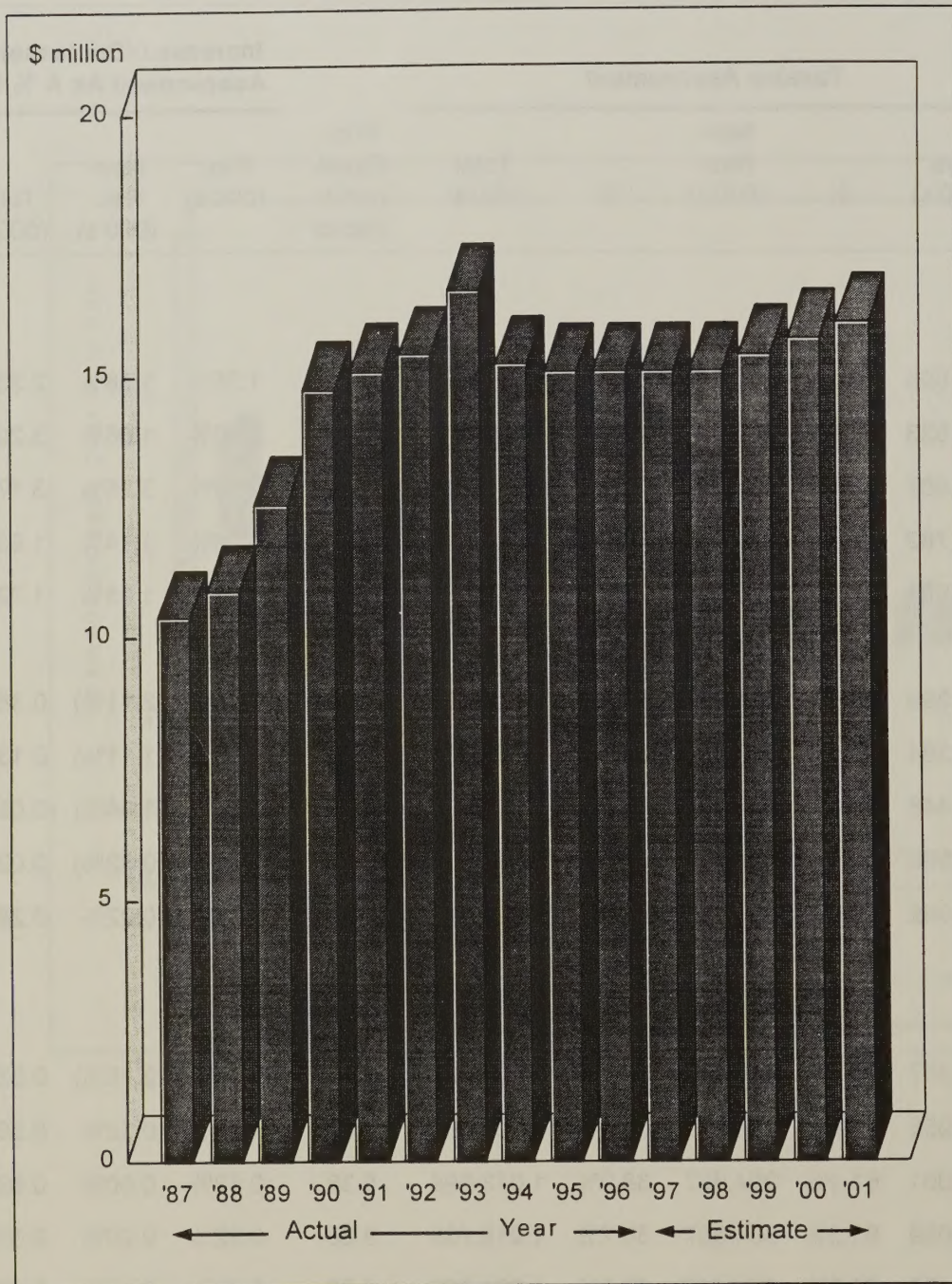
COMPARISON OF ACTUAL RESIDENTIAL AND NON-RESIDENTIAL ASSESSMENT



COMPARISON OF RESIDENTIAL AND NON-RESIDENTIAL ASSESSMENT WITHIN THE CITY

Year	Taxable Assessment					Prov. Equal- ization Factor	Increase / (Decrease) In Assessment As A % Of:			Year
	Res. (000's)	%	Non- Res. (000's)	%	Total (000's)		Res. (000's)	Non- Res. (000's)	Total (000's)	
Actual										
1987	518,096	56.5%	399,690	43.5%	917,786	8.91	1.35%	1.38%	2.33%	1987
1988	530,523	56.8%	403,942	43.2%	934,465	6.96	2.40%	1.06%	3.20%	1988
1989	546,987	56.7%	417,061	43.3%	964,048	5.82	3.10%	3.25%	3.17%	1989
1990	560,782	57.1%	421,828	42.9%	982,610	4.91	2.52%	1.14%	1.93%	1990
1991	573,281	57.4%	426,256	42.6%	999,537	4.91	2.23%	1.05%	1.72%	1991
1992	587,395	58.5%	415,985	41.5%	1,003,380	4.91	2.46%	(2.41%)	0.38%	1992
1993	593,264	59.1%	411,376	40.9%	1,004,640	5.38	1.00%	(1.11%)	0.13%	1993
1994	600,446	59.8%	403,413	40.2%	1,003,859	5.38	1.21%	(1.94%)	(0.08%)	1994
1995	601,996	60.0%	402,107	40.0%	1,004,103	5.38	0.26%	(0.32%)	0.02%	1995
1996	603,862	60.0%	403,011	40.0%	1,006,873	5.38	0.31%	0.22%	0.28%	1996
Estimate										
1997	609,387	60.7%	394,216	39.3%	1,003,603	5.38	0.91%	(2.18%)	0.32%	1997
1998	613,958	60.9%	394,697	39.1%	1,008,655	5.38	0.75%	0.12%	0.50%	1998
1999	619,001	61.1%	394,697	38.9%	1,013,698	5.38	0.82%	0.00%	0.50%	1999
2000	624,069	61.3%	394,697	38.7%	1,018,766	5.38	0.82%	0.00%	0.50%	2000
2001	629,163	61.5%	394,697	38.5%	1,023,860	5.38	0.82%	0.00%	0.50%	2001

MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST (EXCLUSIVE OF REGION AND EDUCATION)



**ANALYSIS OF MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST
FINANCED BY MILL RATES
(EXCLUSIVE OF REGION AND EDUCATION)**

Year (1)	Municipal General Amount (000's) (2)	\$ Per Capita (3)	Percentage Of Adjusted Municipal Levy (4)	Reflected as Mills on the Dollar				Year (9)
				Residential		Non-Residential		
				Mills (5)	Increase / (Decrease) (6)	Mills (7)	Increase / (Decrease) (8)	
<i>Actual</i>								
1987	10,375	34	10.0%	10.5	1.1	12.4	1.3	1987
1988	10,863	35	10.0%	10.8	0.3	12.7	0.3	1988
1989	12,533	41	10.6%	12.1	12.1	14.2	14.2	1989
1990	14,724	48	11.9%	13.9	1.8	16.4	2.2	1990
1991	15,075	48	11.7%	14.0	0.1	16.5	0.1	1991
1992	15,395	48	11.5%	14.3	0.3	16.8	0.3	1992
1993	16,599	52	12.6%	15.4	1.1	18.1	1.3	1993
1994	15,206	48	11.7%	14.1	(1.3)	16.6	(1.5)	1994
1995	15,059	47	11.4%	14.0	(0.1)	16.5	(0.1)	1995
1996	15,059	47	11.4%	13.9	(0.1)	16.4	(0.1)	1996
<i>Estimate</i>								
1997	15,059	47	11.7%	14.0	0.1	16.5	0.1	1997
1998	15,059	47	11.6%	13.9	(0.1)	16.4	(0.1)	1998
1999	15,360	48	11.7%	14.2	0.3	16.7	0.3	1999
2000	15,669	49	11.8%	14.4	0.2	16.9	0.2	2000
2001	15,978	50	11.9%	14.6	0.2	17.2	0.3	2001

**DEBENTURE PRINCIPAL AND INTEREST
(EXCLUSIVE OF REGION AND EDUCATION)**

Year	Municipal			Self-Sustaining Municipal Services - Owner's Share	Gross Debenture Debt Charges Outstanding	Year
	General (includes Library & H.E.C.F.I.)	Parking Authority	Total Municipal			
<i>Actual</i>						
1987	10,375	166	10,541	485	11,026	1987
1988	10,863	502	11,365	435	11,800	1988
1989	12,533	1,284	13,817	398	14,215	1989
1990	14,724	1,270	15,994	478	16,472	1990
1991	15,075	1,270	16,345	402	16,747	1991
1992	15,395	1,268	16,663	328	16,991	1992
1993	16,599	1,243	17,842	328	18,170	1993
1994	15,206	1,091	16,297	354	16,651	1994
1995	15,059	1,092	16,151	364	16,515	1995
1996	15,059	1,036	16,095	365	16,460	1996
<i>Estimate</i>						
1997	15,059	1,036	16,095	365	16,460	1997
1998	15,059	676	15,735	326	16,061	1998
1999	15,360	0	15,360	249	15,609	1999
2000	15,669	0	15,669	209	15,878	2000
2001	15,978	0	15,978	180	16,158	2001

APPENDIX

**1997 Budget Reduction Packages Approved by City Council
February 25 and March 3, 1997**

<u>No.</u>	<u>Department</u>	<u>Description</u>	<u>Effective</u>	<u>Annualized</u>	<u>F.T.E.s</u>
1 Building		Reduction of Staff - 1 Customer Service Rep.	47,990	47,990	1.0
2 Building		Implement Mobile Sign By-law - add 1 Inspector	<u>76,720</u>	<u>141,630</u>	<u>-1.0</u>
			<u>124,710</u>	<u>189,620</u>	<u>0.0</u>
3 CAO		Reduce Corporate Staff Training	<u>6,000</u>	<u>6,000</u>	<u>0.0</u>
4 Clerks		Reduction of Staff - 1 Legislative Stenographer II	<u>38,290</u>	<u>38,290</u>	<u>1.0</u>
5 Cult & Rec.		Golf Course - Council Approved Feb. 25	50,000	50,000	0.0
6 Cult & Rec.		Recreation User Fee Increases	5,900	30,500	0.0
7 Cult & Rec.		Children's Museum User Fee Increase	2,000	2,000	0.0
8 Cult & Rec.		Hamilton-Scourge Operating Reduction	12,200	12,200	0.0
9 Cult & Rec.		Reduced Advertising Brochure	15,000	15,000	0.0
10 Cult & Rec.		Whitehern Museum Operation	8,690	8,690	0.0
11 Cult & Rec.		Reduced funding Children's International Games	35,000	35,000	0.0
12 Cult & Rec.		Operating Efficiencies Arena Operations	50,000	50,000	0.0
13 Cult & Rec.		Reduction of Staff - 1 Centre Supervisor	66,000	66,000	1.0
14 Cult & Rec.		Reduce Rosedale Tennis Grant	6,000	6,000	0.0
15 Cult & Rec.		Reduce Grants to Lawnbowling Clubs	8,800	8,800	0.0
16 Cult & Rec.		Kiwanis Club Property Tax Exemption	28,200	28,200	0.0
17 Cult & Rec.		Operating Efficiencies at Rec. & Seniors Centres, Outdoor Pools, KIDACA	<u>115,000</u>	<u>133,600</u>	<u>0.0</u>
			<u>402,790</u>	<u>445,990</u>	<u>1.0</u>
18 Fire		Reduction of staff - 5 Fire Fighters	<u>209,760</u>	<u>209,760</u>	<u>5.0</u>
19 Human Res.		Reduction in Labour Relations - To be determined by Corp. Mgmt. Team / Dept Head	40,000	40,000	0.0
20 Human Res.		Eliminate Outreach Program for Firefighting recruiting	<u>10,000</u>	<u>10,000</u>	<u>0.0</u>
			<u>50,000</u>	<u>50,000</u>	<u>0.0</u>
21 Info. Systems		Reduction of staff-1 Programmer, 1 Temp Data Entry	76,090	76,090	2.0
22 Info. Systems		Budget Adjustment - To be determined by Corp Mgmt. Team / Dept Head	<u>160,000</u>	<u>160,000</u>	
			<u>236,090</u>	<u>236,090</u>	<u>2.0</u>
23 Law		Outside Agencies - delete entire line item	4,500	4,500	0.0
24 Law		Training	6,000	6,000	0.0
25 Law		Decrease various line items	4,500	4,500	0.0
26 Law		Outside Counsel	<u>12,000</u>	<u>12,000</u>	<u>0.0</u>
			<u>27,000</u>	<u>27,000</u>	<u>0.0</u>

1997 budgets

city of hamilton

**1997 Budget Reduction Packages Approved by City Council
on February 25 and March 3, 1997**

<u>No.</u>	<u>Department</u>	<u>Description</u>	<u>Effective</u>	<u>Annualized</u>	<u>F.T.E.s</u>
27	Planning	Staff Gapping / Reorganization	<u>67,100</u>	<u>67,100</u>	<u>N/A</u>
28	Property	Budget Adjustment - To be determined by Corp Mgmt. Team / Dept Head	<u>275,000</u>	<u>275,000</u>	
29	PW / Traffic	Reduce Cemetery administration & operational costs of installing markers and monuments	20,120	20,120	0.0
30	PW / Traffic	Reduction of Staff - 2 Co-op. Transportation Planning Student Work Terms	16,540	16,540	0.7
31	PW / Traffic	Reduction of Staff - 2 Traffic Signs & Markings Specialists - Financed Reserve for Tax Stabilization	89,850	119,790	2.0
32	PW / Traffic	Reduction of Staff Hours - 2 supervised crossing locations during summer months	5,210	5,210	N/A
33	PW / Traffic	Reduced Staff Hrs. - School Crossing Lunch Program Mohawk & San. - Financed Res for Tax Stabilization	2,460	2,460	N/A
34	PW / Traffic	Reduced Staff Hrs. - School Crossing Lunch Program Quigley & THB tracks - Financed from Reserve for Tax Stabilization	2,510	2,510	N/A
35	PW / Traffic	Reduced Staff Hrs. - School Crossing Lunch Program Quinn & Stone Church - Financed Reserve for Tax Stabilization	<u>2,670</u>	<u>2,670</u>	<u>N/A</u>
			<u>139,360</u>	<u>169,300</u>	<u>2.7</u>
36	Treasury	Reduction of Staff - Reorganize Purchasing - delete Buyer & Steno, add 1 Clerical	20,400	20,400	2-1=1
37	Treasury	Reduction of Staff - 1 A/P Clerk	38,000	38,000	1.0
38	Treasury	Increase Tax Registration Fees-Council Approved Feb.25	10,000	10,000	N/A
39	Treasury	Implement cost recovery administration - Benefit Plans	<u>57,000</u>	<u>57,000</u>	<u>N/A</u>
			<u>125,400</u>	<u>125,400</u>	<u>2.0</u>
40	Financials	Draw from Tax Stabilization Reserve	<u>145,320</u>	<u>145,320</u>	<u>N/A</u>
		Total Recommended Reduction Packages	<u>1,749,330</u>	<u>1,857,440</u>	<u>11.7</u>
		Total Not Recommended Reduction Packages - Financed from Reserve for Tax Stabilization	<u>97,490</u>	<u>127,430</u>	<u>2.0</u>

Indicates that item was approved by City Council Feb. 25 as part of the User Fee Report.

Indicates that item was approved by City Council Mar. 3 to be funded from Reserve for Tax Stabilization and NOT a reduction package.

**1997 Expansion Packages Approved by City Council
March 3, 1997**

<u>No.</u>	<u>Department</u>	<u>Description</u>	<u>Effective</u>	<u>Annualized</u>	<u>F.T.E.s</u>
1	Financials	Increase Special Events Subsidy fund for 1997 only - Financed Reserve for Tax Stabilization	50,000	50,000	0.00
2	Fire	Re-instate Staffing Level of Fire Prevention Division - Financed Reserve for Capital Equip	41,950	41,950	1.00
3	Fire	Re-instate Staffing Level of Fire Suppression Division - Financed Reserve for Capital Equip	<u>335,620</u> <u>377,570</u>	<u>335,620</u> <u>377,570</u>	<u>8.00</u> <u>9.00</u>
4	PW/Traffic	Traffic Island Beautification (Upper Sherman / Crocket)	30,940	30,940	0.00
5	PW/Traffic	Traffic Island Beautification (Britannia & Cannon)	18,200	18,200	0.00
6A	PW/Traffic	Reinstate Grass Cutting 3 specified Naturalized Areas - Financed Reserve for Tax Stabilization	24,000	24,000	0.00
6B	PW/Traffic	Reinstate Grass Cutting in Naturalized Areas	130,000	130,000	0.00
7	PW/Traffic	Spray & Sweep Weeds in Gutters and Boulevards	40,000	40,000	0.00
8	PW/Traffic	Forestry-expanded funding for Tree Trimming Grids - Financed Reserve for Tax Stabilization	70,000	70,000	0.00
9	PW/Traffic	Free Parking in the Downtown - No Enforcement	150,000	150,000	0.00
10	PW/Traffic	Crossing Guard - Cannon & Lottridge - Financed Reserve for Tax Stabilization	4,200	4,200	0.30
11	PW/Traffic	Crossing Guard - Arnold & Dalewood - Financed Reserve for Tax Stabilization	4,200	4,200	0.30
12	PW/Traffic	Crossing Guard - Barton & Gage - Financed Reserve for Tax Stabilization	4,200	4,200	0.30
13	PW/Traffic	Crossing Guard - Cochrane & Montrose - Financed Reserve for Tax Stabilization	4,200	4,200	0.30
14	PW/Traffic	Crossing Guard - Queen Victoria & Redbury - Financed Reserve for Tax Stabilization	4,200	4,200	0.30
15	PW/Traffic	Sewer Tree Roots Program- Expanded Funding - Financed Reserve for Tax Stabilization	<u>75,000</u> <u>559,140</u>	<u>75,000</u> <u>559,140</u>	<u>0.00</u> <u>1.50</u>
Total Recommended Financed From Reserve for Tax Stabilization			<u>240,000</u>	<u>240,000</u>	<u>1.50</u>
Total Recommended Financed From Reserve for Capital Equipment			<u>377,570</u>	<u>377,570</u>	<u>9.00</u>
Total Not Recommended Expansion Packages			<u>369,140</u>	<u>369,140</u>	<u>0.00</u>

Shading indicates that expansion item not approved by City Council March 3.

- ***Accrual Basis of Accounting***

The basis under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefit received, notwithstanding that the receipt of the revenue or the payment of expenditure may take place, in whole or part, in another accounting period.

- ***Adjusted Municipal Levy***

Consists of the general municipal levy, supplementary taxes, payments-in-lieu of taxes and receipts from telephone and telegraph companies.

- ***Appropriation***

This is an allocation of funds, authorized by City Council and/or the Ontario Municipal Board which is used as an authorized cost for an object of expenditure, a department or a project. This term is also used to identify the authorized revenue to be recovered for an object or a project.

- ***Assessment***

The official dollar value of a property, as determined by the local Provincial Assessment Office, is calculated by taking a certain percentage of the market value of the said property for taxation purposes.

- ***Assessment Roll***

With real property, the official list provided by the local Provincial Assessment Office containing the legal description of each parcel or property and its assessed valuation along with the school support (public or separate), and the owner's name and address. With business property, the assessment roll is the official list containing the name and address of the owner and the nature of the business, school support and its assessed value.

- ***Business Assessment***

An assessment computed as a percentage of the realty assessment of that real property. The percentage varies based on the nature of the business.

- ***Capital Budget***

A plan of the capital projects to be undertaken during a specified period, together with the method of financing.

- ***Capital General Contingency***

A reserve set aside against unforeseen increases in capital project costs or consideration of new projects by Council, without the necessity of reducing or deleting some other project.

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- ***Capital Levy***

A provision made in the current budget which can be applied as a cash payment to a capital project (Pay-as-you-go), thus eliminating the necessity of issuing debenture to finance the project resulting in the saving of the interest factor.

- ***Capital Project***

Any major expenditure (at least \$100,000 or more) incurred for municipal purposes, the benefit of which would last several years, can be treated as a capital project.

- ***Contingency***

A provision within the Current Budget set aside against unforeseen expenses.

- ***Corporate Management Team***

Includes seven City Department Heads who meet regularly to discuss civic issues/concerns including review of committee reports and presentation of the annual Current and Capital budgets to Council.

- ***C.P.I. - Consumer Price Index***

An indicator of changes in consumer prices, as monitored by Statistics Canada.

- ***Current Budget***

Could be referred to as the operating budget, indicating the amount to be expended in a particular year to provide the necessary services to operate the City. The current budget also includes the amount of revenue to be received in the year for service charges, grants and subsidies from the Provincial government, together with the amount to be levied against the taxpayer.

- ***Debenture***

An obligation resulting from the borrowing of money for the purpose of financing specific Capital projects, amortized over ten to twenty years.

- ***Debenture Principal and Interest***

A partial payment of an original amount borrowed plus interest, based on the outstanding balance of the loan (also referred to as debt charges).

- ***Debt Charges***

The term "debt charges" is used in reference to the annual amount of principal and interest which must be paid each year to retire the debentures

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issued to finance a capital project.

- ***Debt Charges-to-Adjusted Levy***

The relationship of debt charges as a percentage of adjusted levy. The City has a self-imposed guideline that debt charges should not exceed 12.0% of the adjusted levy for the ten years of the 1997-2006 Capital Budget (the City's established policy is 12.5%).

- ***Downsizing***

Streamlining services/programs to establish the appropriate city staffing levels to ensure efficient and effective operations. Downsizing could involve reorganization.

- ***Equalization Factor***

This is a predetermined number used to convert rateable assessment to equalized assessment for equitable distribution of Provincial grants. Each municipality has a different number used for the equalization factor which shall be published in the Ontario Gazette each year no later than the 15th day of July.

- ***Estimate***

This refers to the approved current operating budget of a specific city account (revenue or expenditure).

- ***Expenditure***

The actual amount spent on a particular account or a project.

- ***F.T.E. - Full Time Equivalent***

The translation of staff positions (full or part-time) to the equivalent of 1 full time positions on the basis of working annually 2,088 hours.

- ***Fund***

Resources which are designated for specific purposes and are thus segregated from all other resources and access to the fund is restricted to applications which meet the purpose of the fund.

- ***"Hard" and "Soft" Services***

Hard services are infrastructure expenditures such as roads, sidewalks, fire buildings, etc. and soft services are mainly cultural, recreational and administrative (Clerk's, Treasury, Law) type expenditures.

- ***H.E.C.F.I. (Hamilton Entertainment and Convention Facilities Inc.)***

A Local Board of the City of Hamilton, incorporated by a special Act of the Province of Ontario, which oversees the operations of the Hamilton

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Convention Centre, Hamilton Place and Copps Coliseum.

- **H.S.P.C.A.**

Hamilton Society of the Prevention of Cruelty to Animals.

- **Levy**

Taxes collected for City, Region and education purposes. The City Levy is the amount required for city purposes including the sums required for all Local Boards under the city's jurisdiction.

- **Local Board**

A board, commission, committee, body or local authority established or exercising any power or authority with respect to any of the affairs or purposes of the municipality ie: Hamilton Parking Authority, Hamilton Public Library Board.

- **Long-Term Debt**

See "Debenture".

- **Maintenance Budget**

A current budget whereby the cost to maintain the same level of programs/services as in the prior year are increased by the rate of inflation and other related increased costs of service.

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- **Mill**

Term used by municipalities to calculate the levy to be imposed upon a taxpayer depending upon the assessed value of the property. The value of one non-residential assessment can be determined by adding 85% of residential assessment to non-residential assessment and dividing this total by one thousand. The value of one residential assessment can be determined by dividing the value of non-residential assessment by 85%.

ie:	1997 Residential Assessment	=	
	609,386,915 X 85%	=	\$ 517,978,878
	1997 Non-Residential Assessment	=	\$ 394,216,304
			<u>\$ 912,195,182</u>

Value of one Non-Residential Mill (1997)	
912,195,182 / 1,000 =	\$ 912,195

Value of one Residential Mill (1997)	
912,195,182 / .85 / 1,000 =	\$ 1,073,171

- **Mill Rate**

See "Tax Rate".

- ***Modified Program Budgeting***

Budgeting that involves determining the costs of services on a per program basis.

- ***Non-Funded Packages***

Those service/program packages developed through departments and Corporate Management Team which were approved by Committee / Council not to be funded through the current budget.

- ***O.M.B. - Ontario Municipal Board***

A Board of the Province given jurisdiction and power in relation to municipal affairs, including borrowing approval, approval of certain by-laws, land use and supervising certain expenditures.

- ***Ontario Conditional Grants***

Provincial grants on specific types of current expenditures.

- ***Operating Budget***

See "Current Budget".

- ***"Pay-As-You-Go"***

The policy of defraying a portion of the cost of Capital projects through the Current Budget by way of the Capital Levy instead of issuing long-term debentures.

- ***Payment-In-Lieu of Tax***

Under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. These include hospitals, telephone and telegraph companies, colleges and universities and government offices and facilities.

- ***Provincial Equalization Factor***

A factor calculated by the province to ensure that the assessment of rateable (taxable) properties of all municipalities are equalized so that costs may be apportioned on a basis which is just and equitable between municipalities throughout the Province.

- ***Rateable Assessment***

See "Taxable Assessment".

- ***Reserve***

A reserve is an allocation of net revenue which does not relate to any specific

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asset and cannot have a revenue or an expense of itself. A reserve may be established for a predetermined purpose and applied for that purpose.

- ***Reserve Fund***

Reserve funds differ from reserves in that reserve fund assets are segregated from other assets and access to the fund is restricted to applications which meet the purpose of the fund.

- ***Revenue***

Amounts received by a municipality either through surplus from prior year, collection of taxes, user fees, and other revenues (encompassing Ontario grants, payments-in-lieu of taxes, reserves and other financial accounts), which are used to balance the expenditure requirements for the year.

- ***"Rightsizing"***

See "Downsizing".

- ***Self-Sustaining Municipal Services***

Specific Municipal Services / Programs which are offset by user fees to a maximum 100% of cost.

- ***Special Assessment***

A compulsory levy made by a local government against certain properties to defray part or all of the cost of a specific improvement or service which is presumed to be of general benefit to the public and of special benefit to such property.

- ***Standing Committee***

Reporting to City Council, Standing Committees are operational Committees through which Departments and Local Boards report on various civic issues and policies.

- ***Supplementary Assessment***

Additional taxation revenue received as a result of new developments and/or alterations/additions to existing properties which is added to the tax roll for part of the year and consolidated in the next year's tax roll.

- ***Taxable Assessment***

Value placed on property for which a mill rate is applied for purposes of determining property taxes. The method of determining taxable assessment is the same within each municipality, but each is based on different factors. Hamilton's assessment for 1997 taxation is based upon 1975 market values.

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- ***Tax Levy***

The net total expenditures of the current operating budget which has to be raised through property taxation.

- ***Tax Rate***

The rate per \$1,000 of taxable realty and business assessment which is applied by the municipality in order to generate the taxation revenue required for the current years' operations.

- ***User Fees***

Any payment made by either an individual or a group to a municipality for the provision of a particular good or service, and includes licences, permits and fees for recreational/cultural services, or any other municipal service.

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